

Public Policies and Their Impact on Organizational Development of Public Sector Institutions in Iraq

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Abstract

The topic is a vital and complex one, addressing the impact of government decisions on enhancing performance and efficiency in government institutions. The research aims to understand the dynamic interaction between public policies and the development of government institutions in the Iraqi context, with a focus on improving performance and achieving excellence.

The research begins by shedding light on the issue in the first chapter, addressing the research problem, research objectives, hypotheses, study limitations, and areas of benefit from previous studies. The second chapter covers key terms and keywords.

The theoretical framework of the research is discussed in the second section, consisting of two chapters. The first chapter explores the origin of public policies, their characteristics, dimensions, and the second chapter delves into organizational development, its origin, importance, goals, dimensions, and criteria for organizational development, along with how excellence appears in organizational development. The researcher emphasizes the importance of public policies as a tool for directing development and achieving stability in countries.

The research explores the significance of and history behind organizational development, where the public sector plays a crucial role in implementing and developing these policies. Various aspects of public policies are examined, ranging from directing investments to promoting innovation and skills development, and the relationship between public policies and organizational development.

The third chapter focuses on the relationship between public policies and institutional development of government institutions. It consists of two sections: the first discusses the stages of preparing public policies and evaluating them in organizational development, while the second addresses the impact of public policies on organizational development.

The fourth chapter includes three sections: the first analyzes the study data and procedures, the second describes and diagnoses the dimensions and variables of the study, and the third tests the study hypotheses. The fifth chapter covers recommendations and conclusions.

The research also addresses the impact of public policies on government institutions in Iraq, covering issues such as administrative transformations and improving public services as a result of effective policy implementation. The researcher highlights the importance of improving transparency and combating corruption as part of enhancing organizational development.

In conclusion, the researcher emphasizes that understanding the interaction between public policies and organizational development is fundamental for achieving sustainable

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development in Iraq. The research provides recommendations to improve public policies and enhance organizational development to promote political, economic, and social stability in the country.

Keywords: *Policies, Public, Impact, Development, Organizational.*

Introduction

First: Research Problem

The research problem regarding public policies and their impact on the development of government institutions is a significant issue faced by many countries. Research into public policies is considered essential for improving the performance of government institutions and achieving sustainable development by enhancing services in communities.

One of the major challenges in this regard is the deficiency in research and scientific capabilities within certain government institutions. There may be a lack of funding allocated for research, or employees may lack the necessary skills to conduct research effectively. This can negatively affect the ability to develop and implement informed and effective public policies.

Additionally, researchers and officials in government institutions may encounter challenges in obtaining the necessary data and information for research. There may be restrictions on access to data or weaknesses in the systems and procedures used for data collection and analysis. This makes it difficult to conduct accurate analyses and provide evidence-based recommendations.

Second: Significance of the Research

The importance of the current study lies in its examination of the role of organizational development in community development and participation in shaping public policies. It explores how to address these aspects at the state level from the perspective of the relationship between the state and the active elements in decision-making and policies, with a focus on the role of organizational development. This perspective is modern and relatively underrepresented in Arab and local research despite its significance. The significance can be more specifically identified from two perspectives:

Theoretical Significance: This lies in the quantitative deficiency in Arab and international literature that reviews the relationship between state components and the decision-making process, linking it to international trends and mechanisms in the processes of organizational development imposed by globalization issues that are particularly concerned with community development.

Practical Significance: It is represented by an attempt to provide a vision of the collaborative relationship in decision-making between components of public and private sector organizational development. This is achieved by reviewing the relationship between public policies and organizational development and applying an analytical framework proposed by advocates of public policies accredited by the European Union.

Third: Research Objectives

The study includes the following objectives:

1. Define public policies and determine if they are present and clear.
2. Define organizational development and its dimensions.

3. Highlight the importance of the relationship between public policies and organizational development.

4. All these objectives aim to enhance the level of organizational development performance in Iraq.

Fourth: Research Hypotheses

Main Hypothesis: There are statistically significant relationships between public policies and organizational development.

Subsidiary Hypotheses:

1. There is a statistically significant relationship between the political dimension and organizational development.

2. There is a statistically significant relationship between the social dimension and organizational development.

3. There is a statistically significant relationship between the economic dimension and organizational development.

4. Impact Relationships.

For the main hypothesis: There are statistically significant impact relationships between organizational development and public policies.

Subsidiary Hypotheses:

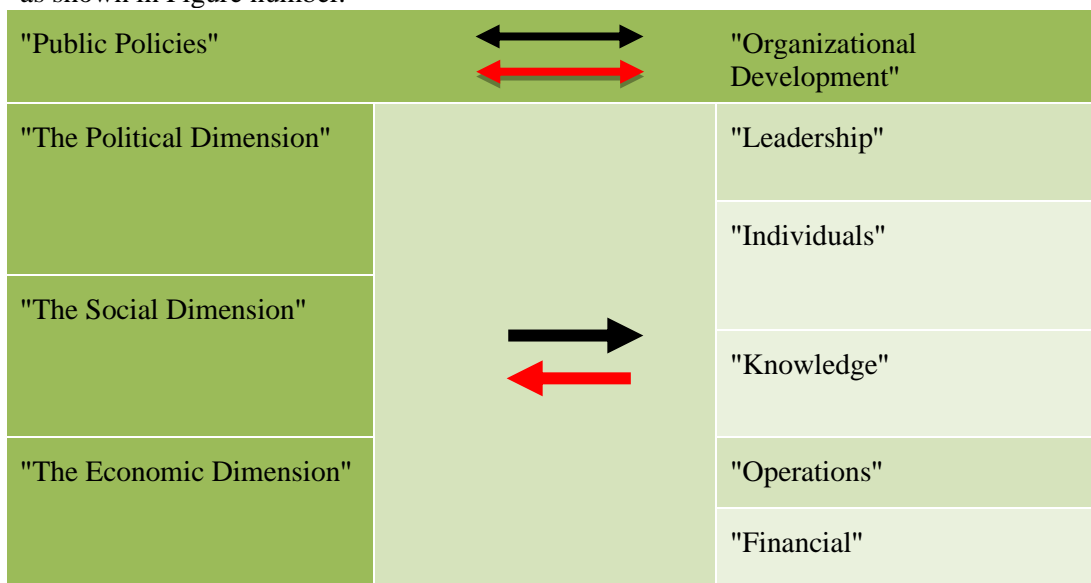
1. There is a statistically significant impact relationship between organizational development and the political dimension.

2. There is a statistically significant impact relationship between organizational development and the social dimension.

3. There is a statistically significant impact relationship between organizational development and the economic dimension.

The Hypothetical Diagram for the Study

According to the problem, objectives, and research hypotheses, the hypothetical relationships between research variables and dimensions can be illustrated in a diagram, as shown in Figure number.



Fifth: Research Methodology

The theoretical part of the research followed the theoretical review approach, which relies on reviewing previous studies to reach a comprehensive theoretical framework for the research topic. As for the practical aspect of the research, the descriptive-analytical methodology was adopted to describe, analyze, and interpret the collected data to draw appropriate generalizations.

Sixth: Research Tools

1. Methods of Data Collection

The research relied on presenting the theoretical-conceptual framework on information gathered from literature, including books, journals, theses, dissertations, and the internet, in addition to publications.

Regarding the field aspect, a questionnaire was primarily used as a source for collecting information, along with personal interviews with the sample individuals. The questionnaire included three axes: the first contained questions related to personal information of the research sample, and the second addressed public policies with their variables and organizational development with its dimensions.

Seventh: Research Limitations

As for the temporal limitations, the research reviews the stages of the relationship between policy-making and organizational development in Iraq since the last decade of the twentieth century until 2022. The focus in analysis, monitoring, and evaluation will be on the period following 2003 until 2022.

Regarding spatial limitations, the study covers Iraqi government institutions with a focus on three institutions: the Ministry of Higher Education and Scientific Research, the Iraqi Parliament, and the General Secretariat of the Council of Ministers. It is assumed that these institutions hold the political decision-making in the Republic of Iraq, and the Ministry of Education and Scientific Research is identified as the institution that most seeks to develop its services.

Results of this research include the following limitations:

1. **Temporal Limitations:**

- The practical aspect of this research was conducted from October 1, 2021, to December 7, 2023.

2. **Spatial Limitations:**

- The study focused on Iraqi government institutions, with a specific emphasis on three institutions: the Ministry of Higher Education and Scientific Research, the Iraqi Parliament, and the General Secretariat of the Council of Ministers. It is assumed that these institutions hold political decision-making authority in the Republic of Iraq, with the Ministry of Education and Scientific Research identified as the institution most actively seeking to develop its services, along with Iraqi universities.

3. **Human Limitations:**

- This research was applied to a sample of individuals holding high and administrative positions, individuals with higher education degrees, and decision-makers in the council, deputies, and the General Secretariat of the Council of Ministers.

4. **Procedural Limitations:**

- The research followed specific procedures in data collection, relying on scientifically valid facts.

5. ****Conceptual Limitations:****

- The results of this research are based on the terminology and concepts specific to the study, as presented through the utilized frameworks and theories.

Eighth: Previous Studies

The First Study	
Name of researcher and year	Name: Al-Saadi Ali Hussein Year: 2013
Research Title	Title: Mechanism of Public Policy Formation in the Parliamentary Political System / A Case Study of Iraq After 2003
Research Objectives	<ol style="list-style-type: none"> 1. The Importance of the Government's Role in Meeting the Needs of Citizens and Fulfilling Their Demands. 2. Identifying the Key Challenges Facing the Iraqi Parliament in Approving and Adopting Public Policies. 3. Analyzing the Influential Forces, Both Official and Unofficial, in Public Policy-Making. 4. Shedding Light on the Mechanisms and Processes of Legislation and Approval of Laws in the Parliament to Ensure Their Effectiveness and Enforcement.
Place of Research	Official and Non-official Institutions in the Iraqi Political System
Type of Research	Case Study
Points of Similarity	The research adopted a case study approach and was applied in both governmental and non-governmental institutions. The study focused on the strategies employed by influential entities in policy-making.
Points of Difference	<p>Differences:</p> <ol style="list-style-type: none"> 1. Difference in the research environment, as the study was conducted in political institutions. 2. Difference in not linking the explanatory variable to another variable.
Conclusions:	<p>The problem with the constitution lies in its inclusion of numerous loopholes, ambiguity in certain articles and paragraphs, which have been subject to disputes regarding the authorities of official bodies and the resulting overlap. Additionally, disagreements have arisen among political components.</p> <p>There is a dilemma between the legislative and executive branches regarding their respective powers, leading to hindrances in crucial legislative projects that serve the public interest. Both the region and the unorganized provinces within the region have sought to weaken the</p>

	central government through certain practices that have had repercussions on its authority. This is particularly evident in the Kurdistan Region, where there have been numerous encroachments on the powers and prestige of the central government.
	"The second research"
Name of researcher and year	Istabraq Fadel Shuair, 2012
"The Title of the Research"	"Human and Economic Resources and Public Policy-Making: A Comparative Study of Egypt and the United Arab Emirates"
"Research Objectives:	<p>"The Fundamental Significance of Relationship Variables in Influencing and Utilizing Society's Resources from the Perspective of Public Policy for the State.</p> <p>The formulation of public policy cannot delineate the frameworks, tasks, and goals of the developmental plan in managing societal resources until its impact is assessed. Urgency, even necessity, is paramount in taking all necessary measures within the outlined plan".</p>
"Research Location:	"Theoretical Comparison Between Egypt and the United Arab Emirates"
"The Type of Research:	"Theoretical Study"
"Points of Similarity"	"Among the dimensions were the political and economic dimensions. Among the research communities were decision-makers".
"Points of Difference"	"The research utilized a field research methodology in addressing the subject. A variable related to strategies (public policy) was linked. The environment in which the research was conducted varied".
"Conclusions"	<p>"The reality confirms the existence of clear disparities and common challenges facing both countries, including demographic factors, which appear significantly pronounced in Egypt. This is influenced by the structure of the political system and the nature of the relationship between official and non-official forces. The boundaries of this relationship become evident through the constitution's stance on it. In Egypt, its constitution delegates legislative authority to an independent body represented by two councils: the People's Council and the Shura Council.</p> <p>Regarding non-official forces and their role in shaping public policy, it becomes apparent that Egypt has allowed the establishment of parties, as reflected in its constitution and the Party Law, along with subsequent legal amendments.</p>

The Theoretical Aspect

Characteristics and Dimensions of Public Policies

First: Genesis and Evolution of Public Policy

The evolution of public policy since its inception as a field of study embraced by politicians, administrators, leaders, and academic experts can be divided into three successive stages:

The First Stage: Pre-World War I Era.

What the writings of early philosophers and political thinkers have produced confirms that the literature of traditional political thought has shown a particular interest in governance systems embedded in the institutional formation of the state. The analysis of philosophical and political justifications for governmental authorities led their studies to focus on the constitutional framework of the state, namely the three branches of power (legislative, executive, and judicial). As a result, these traditional efforts were confined to politics itself, remaining a superficial descriptive account that did not delve into the institutions and governmental sectors with thorough analysis.

These traditional endeavors did not aim to understand and analyze political behavior and the accompanying processes involved in policy-making. They overlooked the arrangement of public relations and communications between institutions. Consequently, this led to keeping the content of public policy away from research and comprehensive analysis. The descriptive approach to public policy remained mysterious and superficial.

The superficial interest in public policy during this stage can be attributed to the fact that political science began to crystallize and establish itself as a branch of the social sciences following its independence from ethical philosophy in the later stage. Political science gained the necessary scientific and intellectual support, considering politics as an integral part of the social and psychological activities of society, a social phenomenon.

Initially, politics was regarded as related to law and the interactive relationship between official institutions under legal frameworks. Social phenomena and behaviors that were previously considered beyond the scope of politics, such as epidemics, disasters, wars, and floods, were viewed as outcomes of divine will, according to societal beliefs. Issues like education and women's status were considered private matters deserving respect, and interference in these domains was not allowed.

The Second Stage (Between World War I and World War II)

This stage witnessed a relatively developed understanding of public policy, especially within the broader context of political science. Following the discontinuity introduced by the behavioral revolution from traditional methodologies, political science was redefined. What was once the science of power, the state, or authority transformed into behavioral science, specializing in the authoritative values.

The behavioral shift in modern political science emphasized first on behaviors accompanying governmental actions, analyzing them, studying the psychological and social foundations of individual and group behavior. It explored determinants of belief in elections, other political activities, the functions of political parties, and various distribution processes. The conflicting behavior among the branches of power (legislative, executive, and judicial) was also studied. This approach relied on a clear mechanism to describe public policy processes, explaining causes and effects, and understanding the impact of political, economic, and social forces. It presented both expected and unexpected societal outcomes of public policies.

In this stage, political analysis evolved beyond monitoring and explaining political processes to provide a social and psychological interpretation of individual and collective political behavior. It enhanced understanding of how public policies are shaped and

formulated. Generally, this stage, marked by the emergence of multiple nations, international border establishment, and population growth, created a significant need for laws and regulations governing relations among nations and with governmental authorities. This led to notable developments in public policy, especially in advanced countries represented by Western European nations and North America.

The Third Stage (Post-World War II Era)

The interest in public policy gained momentum after World War II, driven by the rise of economic ideas advocating for the state to play a 'catalytic' role in economic activity. This came in response to the economic crisis and the Great Depression (1934-1982). The focus shifted towards rebuilding the national economy and directing economic resources to meet the needs of the general population. This was to accommodate the continuous growth in service activities, giving them a significant role in state policy. These services included education, healthcare, transportation, building bridges, and providing employment opportunities for the population, among other things.

The behavioral school played a prominent and pivotal role in shaping the evolution of public policy interests and analytical methodologies. The results of this school's influence in political science and public policies, in particular, led to the emergence of studies related to political issues. These issues encompass human and social life, such as drinking water, energy consumption, environmental protection, security, safety, health, education, and poverty eradication.

In the last two decades of the twentieth century, new global variables emerged, prompting a reevaluation of various concepts, including the concept of public policy in countries. The understanding of state intervention and its dominance in managing many economic, commercial, and even social sectors has been revisited.

Secondly, the concept of public policy:

1. Definition of Public Policy

The definition of the term "public policy" varies in the literature of political science. James Anderson defines it as "an intentional action program followed by individual or collective performance to address a problem, confront an issue, or deal with a specific subject."

Halal defines it as: "The set of government rules and programs that form decisions or outputs of the political system within a specific field. Public policy is expressed in several forms such as laws, regulations, administrative decisions, and judicial rulings."

Freden defines it as: "A set of studies and rules subject to social and economic interactions."

C. Frederick sees public policy as "a proposed action plan for an individual, group, or government within a specific environment to clarify targeted opportunities and the constraints to be overcome in pursuit of a goal or purpose." This signifies that public policy is not automatic but purposeful and intentional.

Toni defines public policy as "what the government chooses to do or not do to solve a problem."

Al-Fadhawi defines it as "an active, independent, variable, adaptive, and dependent system that interacts with its environment and related variables through its vital response (both in thought and action)."

It represents the activities of official government institutions and their authorities reflected in the surrounding social environment across various fields through goals, regular programs, and behaviors. It aims to solve existing and future issues, anticipate their impacts, determine the necessary human, technical, and moral resources, prepare and set them up as essential mechanisms for implementation and practical exercise. It

involves monitoring, control, development, and evaluation in line with or embodying a tangible realization of the common public interest required in society. While this definition is extensive, it significantly elucidates the nature of public policy.

Al-Jassour defines it as "the government's directions when making decisions and formulating policies to maintain its organizational structure and conduct its activities, aiming to preserve security and public order within the society."

Saifan defines it as "an expression of governmental willingness to act or refrain from acting. It is a coherent set of decisions and achievements attributable to public and local authority, encompassing four elements: the objective, selection of actions to achieve it, declaration of the actors of this policy, and the implementation of this policy.

From the researcher's perspective, public policy constitutes individual ideas that evolve into proposals through the involvement of a large number of individuals. When governmental authorities adopt these proposals, they transform into public policies:

Idea → Proposal → Public Policy

Fourthly, the Importance of Public Policies

Public policies for governments are described as a collection of activities (laws, regulations, decrees, plans, actions, and behaviors) chosen as they manage societies. Governments, in general, are actively involved in formulating, crafting, and evolving public policies. Each year, numerous regulations, laws, and decrees are issued by executive authorities in coordination with legislative bodies. These are followed by a series of explanatory instructions and procedures provided by executive administrations regarding the subject matter of public policies.

Understanding and comprehending the demand for public policies within the contemporary context are essential because it leads us to comprehend the official and unofficial roles in the policy-making process. It helps us fulfill duties and achieve objectives since public policy represents the central circle concerning citizens within the societal system (health, housing, education, food, roads, transportation, security, economic and social welfare, etc.).

Governments hold power over the entire society and are authorized by them. Therefore, they establish public policies that address their actions, behaviors, and motivations. Public policies not only encompass government actions but also include their refraining from doing certain things in specific circumstances.

The public policies are defined as "governmental activities or necessary decisions aimed at implementing programs that seek to achieve political, economic, and social goals." Government policies are usually formulated on behalf of the public, initiated by governments, and both private and public sectors endeavor to understand them. They indicate the government's intentions of either taking action or refraining from it.

Analyzing public policies includes a set of fundamental pivots: collective interventions producing real means directed towards different sectors, government methods and mechanisms in their public interventions, required information, and methodological steps in formulating public policies. Additionally, it encompasses the outputs of these policies, their evaluation, and ongoing monitoring. Therefore, public policy is a structured outcome that interacts with various elements such as inputs or pivots and essential requirements perceived by the state through strategic direction. This also involves providing support, resources, budgeting, and governing decisions for implementing these policies. Policies serve as the means to achieve the goals set in strategic plans, and performance management is the way to monitor and evaluate policy implementation, subsequently reflecting this impact on strategic planning and thereby on the formulation of other policies.

Why do we need policy in drawing up public policies?

It could be said that if strategic planning is comprehensively accomplished, it might be considered sufficient for a government to reach its goals and objectives. However, practically, this belief is erroneous. Simply put, it's not practically feasible to develop all necessary policies to execute the strategic plan as part of an annual planning process. Policies need continuous development, consultation, implementation, and modification, not just within the annual planning cycle. There might be a necessity to develop new policies to adapt to various factors such as the state's vision, an executive council initiative, societal demands, the strategic plan, federal requirements, legal provisions, public or stakeholder pressures, international initiatives, the need for new policy, external events, or a changing environment—technological advancements or adapting to changes in policies of other departments, financial budget pressures.

Fifthly: Characteristics of Public Policy

The pursuit of national interests: Public policy aims to ensure the realization of citizens' interests in accordance with their needs while safeguarding their rights. Therefore, public policy is not limited to a specific group but encompasses all segments of society.

Public policy relies on a set of deliberate actions that contribute to the execution of its diverse objectives.

It utilizes a variety of human, natural, and industrial resources, aiding in the successful attainment of desired outcomes.

The decision-making process holds increasing importance in social and human sciences, especially in the realms of politics and governmental administration. Political scientists and consensus-seekers in developed countries focus particularly on models, approaches, and concepts for the purpose of crafting and executing decisions across various institutions. They strive to devise practical methods and principles for administrators and policy-makers to tackle problems and situations that require specific decisions. As a result of notable progress made in behavioral sciences, which have influenced the field of political science, there are numerous choices available for studying decisions and the behavior of governmental bodies and institutions. These studies address varied policies formed by a multitude of official and unofficial entities. Formulating policies and drafting government programs are linked to successful application and implementation procedures to align with the complexity involved in preparation, formulation, and achieving desired outcomes that advance both society and the state.

Sixthly: Public Policy and its Dimensions

The general populace, including groups, citizens, and politicians, form their impressions about the effects and consequences of public policy, making them supporters or opponents of one program or another. Politicians and members of parliament from various parties are influenced in evaluating the content and essence of programs based on the reactions of their regions and constituents, impacting their re-election. In this regard, (R. Huitt) states:

Section Two

Institutional Development

First: Origins of Organizational Development (OD)

Organizational Development (OD) is a field that builds upon the ideas of behavioral schools and contributes to contemporary intellectual endeavors by offering a fresh outlook on individual human behavior. Subsequently, it emerged as a crucial juncture in novel research endeavors exploring Organizational Development (OD), with a primary emphasis on the human element, recognizing its vital role in production processes. Therefore, all definitions of books focused on a central point that highlights the

importance of the human aspect in organizational operations. In his definition, Zaki Hashem states that OD encompasses several methodologies derived from behavioral sciences that aim to guide administrative organizations towards transparency and genuineness (Zaki Hashem, 1985). According to Richard Beckhard, Organizational Development (OD) is a deliberate and organized approach, supported by top-level management, to improve the effectiveness of an organization through planned interventions that draw on information from the behavioral sciences (Abdel Bari Dura, 1985). In his definition, Abdel Bari Dura emphasized that OD seeks to ensure productivity compliance through administrative organizations. This is achieved by promoting their growth through the improvement of human capabilities, emphasizing organizational culture, providing support to senior leadership, and establishing appropriate organizational immunity. Additionally, OD aims to strengthen democratic foundations (Dura, 1985). The study of Organizational Development (OD) has been influenced by management theory since the early days of human civilizations, as scientists have been interested in addressing the administrative and organizational challenges that arise. This curiosity sparked several endeavors focused on discovering solutions to these challenges in order to enhance productivity. It is crucial to acknowledge both traditional and behavioral management theories. During the mid-nineteenth century, both Europe and the United States saw economic expansion, which led to the establishment of significant administrative institutions and organizations. These advancements stimulated fresh initiatives to mitigate management challenges. Therefore, management was obligated to abide by three fundamental organizational principles: organization, work evaluation, communication, and information. In the late nineteenth century, there was a surge of intellectual activity that played a crucial role in creating robust scientific principles, spearheaded by trailblazers such as Henry Town Brown (1982), who made noteworthy contributions to the field of management. The focal point of his work underscored the imperative of facilitating the transfer of information among management, staff, and even the business proprietors themselves. He promoted the necessity of calculating the production costs for every component of manufacturing.

Efforts within this school of thought remained dedicated to productivity as a key aspect of Organizational Development (OD) due to the distinct circumstances and environments of each stage. However, the introduction of new variables eventually prompted a shift in the prevailing management thought at that particular stage. This modification highlighted the significance of the human element and its role in manufacturing procedures. During this time, there were other endeavors undertaken, such as the Hawthorne experiments (Mayo, 1933), which investigated collaborative labor. These recent endeavors demonstrated that focusing on the human factor, whether in a favorable or negative manner, results in enhanced productivity. As a result, OD became the embodiment of this philosophy.

Research and study efforts persisted, encompassing the contributions of Likert (1961), Herzberg (1966), and Abraham Maslow (195). The aforementioned endeavors emphasized the significance of the human factor in organizational development by aiming to modify the conduct of administrative institutions and individuals. The implementation of laboratory training in industrial organizations and the utilization of the feedback method had the most significant influence in solidifying the prior understanding of the significance of the human factor in development.

In addition, contributions from administrative and bureaucratic theories aimed to establish an optimal administrative structure by assessing administrative and office work and its impact on tasks and behavior. This level emphasized the importance of allocating tasks based on rules and guidelines, without taking personal considerations or variables into account. The objective of the management theory was to construct a set of rules that administrators might employ to effectively carry out tasks and responsibilities, rather than relying on intuition and speculation in managing affairs.

The pioneers in this stage made noteworthy contributions, shown by Fayol's advocacy for management to undertake five primary functions: planning, organizing, commanding, coordinating, and controlling. In addition, they highlighted the significance of implementing regulations pertaining to the allocation of tasks, exercise of power, accountability, adherence to rules, clear chain of command, coherent objectives, employee remuneration, centralization, administrative structure, fairness, operational consistency, proactiveness, and collaborative mindset (Almaghrebi, 1978).

The ongoing endeavors to establish administrative organizations resulted in the emergence of sensitivity training, spearheaded by pioneers such as Douglas McGregor, Herbert B. Herbert, and others. They stressed the importance of senior management and organizational persons actively participating in decision-making processes and applying scientific studies and experiments to diverse organizational themes. Organizational Development (OD) arose as a result of these efforts, utilizing focused research, feedback, and laboratory training as its foundation. The implementation of this advancement extended to multiple European and American countries, with a specific focus on laboratory instruction, enhancing job responsibilities, fostering teamwork, and recognizing the importance of comprehending group dynamics within administrative entities. This approach drew from social psychology principles and emphasized the utilization of scientific methodologies to refine work processes (Abdel Aal, 1978).

The Administrative Network Stages:

First Stage:

The Training Loop involves the senior management team participating, training lower-level individuals within the administrative organization to find solutions for administrative problems. Each individual's role in researching the issue is reviewed, with 5-9 participants working together to address the organization's challenges (Mohammed Yaghi, 1996).

Second Stage:

Team Spirit Development involves managers applying what was learned in the first stage to subordinates to foster cooperation among the working individuals.

Third Stage:

Inter-group Relationship Development.

Fourth Stage:

Ideal Model Development: First-level managers work on developing a model encompassing goal presentations, organizational structures, decision-making methods, incentive systems, and obstacles facing the organization. This ideal model can propose interventions to effect change in the surrounding organizational environment.

Fifth Stage:

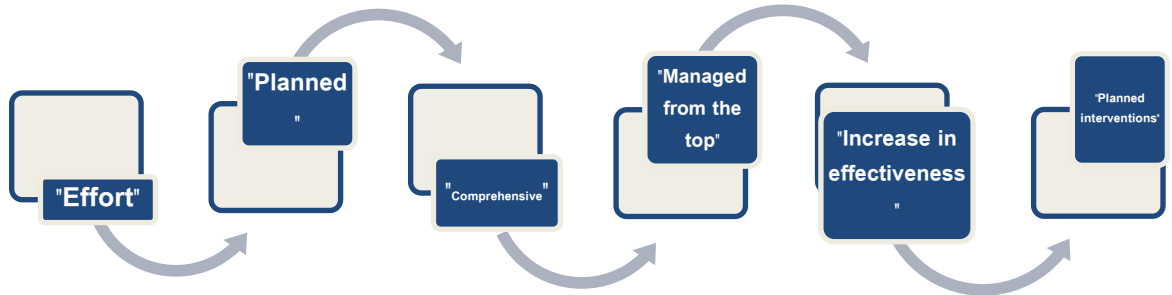
Model Application: Managers commit to necessary changes for improving their organizations. Teams are formed in each independent unit responsible for preparing and facilitating the unit for the required changes.

Sixth Stage:

Monitoring and Observing the Ideal Model is done through a questionnaire studying individual behavior, teamwork, intergroup relationships, and problem-solving. Utilizing this model allows diagnosing leadership patterns, team building, and problem-solving. Each manager can identify their practiced administrative philosophy and modify their individual and group behaviors, thus improving the work environment and relationships (Andrew Dee, 1991).

Ultimately, organizational development is a vital process for achieving sustained success and growth in institutions, enhancing their ability to adapt and innovate in the face of future challenges.

Organizational Development is a (1) planned effort, (2) at the organizational level, and (3) managed from the top, aimed at (4) enhancing the organization's effectiveness through (5) planned interventions in the organization's processes, utilizing behavioral science knowledge.



Form number (3) prepared by the researcher in the field of organizational development.

Secondly: The Concept of Organizational Development (OD):

This concept has various approaches. It has been defined as an adaptive approach, 'a phenomenon aimed at achieving appropriate adaptation of the organization to its environment, either through developing organizational behavior or improving task completion methods, or both.' (Hellmann. M, 2002).

Lippit defined it as both cognitive and behavioral, focusing on these two aspects, which he considered 'the use of knowledge and behavioral sciences to blend individual desires for growth and development with the organization's goals and objectives, thereby enhancing the organization's effectiveness' (Lippit, 1985).

Warner & Donaldson defined it as 'an organizational attempt to enhance its efficiency by integrating individual desires for growth with organizational goals' (Warner M, 1971).

The researcher arrived at a comprehensive definition of organizational development as 'an integrated and systematic effort that leads to performance improvement toward achieving goals and developing capabilities through changing organizational structure, modifying individual behaviors, with the necessity of introducing technology into all organizational elements to keep pace with environmental changes, retain creativity, and deepen its flexibility and adaptability.

Thirdly: The Significance of Organizational Development (OD)

Through the essence of Organizational Development (OD), its inevitability, continuity, and nature, its importance for an organization, its life, growth, and development becomes evident. This has a significant impact on the individuals working within it. Organizational development revitalizes the vitality within the organization, instilling hope and ambition in the employees to achieve their goals and aspirations. Additionally, OD requires new capabilities and skills from the employees, necessitating diverse methods and new training for work performance.

OD also brings about a comprehensive change within the organization, improving it. This includes addressing the suppressed needs of employees, advocating for their rights, and enhancing their living standards, ultimately elevating job satisfaction, and thereby enhancing the organization's efficiency and effectiveness. Thus, the success of organizations at the end of the 20th and the beginning of the 21st century is attributed to the leaders' ability to provide the fundamental requirements for the development process and the capability to handle it correctly. Conversely, many organizations that failed to provide these necessities faced failure (Al-Amrabi, 2003).

Several authors have agreed on the significance of Organizational Development (OD) as indicated below:

1. Transforming the organization into an advanced system with a management philosophy rooted in individuals' interaction as a cohesive team (Asaad, 1992).
2. Enhancing the organization's ability to adapt to diverse environmental changes (Al-Amyan, 2002).
3. Uncovering conflicts with the objective of managing and directing them in a manner that serves the organization (Abdel Baqi, 2000).
4. Empowering managers to adopt modern management methodologies.
5. Establishing trust foundations among individuals and groups.
6. Increasing the sense of belongingness to the organization and its objectives (Atagim, 1994).
7. Maximizing the efficiency of both formal and informal organizations.
8. Achieving a high degree of cooperation while reducing competition between individuals and organizational units to improve productivity and services.
9. Propagating a culture of continuous improvement and development within institutions, making it an integral part of the organization's culture and identity.

Fifthly: Dimensions and Standards of Organizational Development in the Five Performance Areas in Public Administration and Their Interrelation:

Organizational Development aims to measure an institution's adoption of the three pillars of best international governmental practices in governmental work based on five dimensions: leadership, individuals, knowledge management, operations, and finance. The institution can attain and maintain a culture of excellence by accessing benchmarks of best practices within this criterion (Chouhan, V., Srivastava, S. (2014)).

In pursuit of strategic objectives in institutional development, individual roles contribute to the five excellence standards: (1) Leadership, (2) Individuals, (3) Knowledge, (4) Operations, and (5) Finance. Considering each standard individually helps in understanding the nature and importance of each. The secondary standards, when combined, define excellence in this criterion and the factors determining the level of achievements in any sub-standard. A robust understanding of each standard is crucial to enable the institution to develop and execute strategies to achieve excellence within its operations.

However, these five standards are highly interconnected and interdependent. Success in applying one of these standards to achieve excellence relies partially on the successful application of each of the subsidiary factors that contribute to excellence in the other standards. The institutional culture of excellence entirely stems from the collaboration across the entire institution, recognized through the integration/interference of performance in each standard of excellence individually. Understanding these internal relationships is therefore necessary for the institution's success in achieving a culture of excellence in its work.

Such collaboration ensures that groups of employees adopting excellence within the institution support each other through a symbiotic relationship. The impact of excellence in each of these measures on the institution as a whole becomes greater than its impact on individual parts through the cooperative relationship among these standards.

There are several means of constructive interaction between these standards. Figures 8 and 9 contain illustrative examples of how each of these standards supports the three pillars, each contributing to achieving a culture of excellence.

Scale	Citizen Service Pillar	Results-Oriented Pillar	Transparency Pillar
Leadership	"Making decisions that acknowledge the dual mission towards the citizen."	"Continuing focus on core outputs, main objectives, and outcomes."	"Maintaining regular, open, and honest communication with stakeholders."
"Individuals"	"Empowering frontline employees to respond to customer needs."	"Holding accountable the empowered employees to achieve output goals."	"Establishing clear expectations and implementing regular feedback on employee performance."
"Knowledge"	"Enhancing opportunities for citizens to understand government policies and legislations, and their impact, as well as accessing government services (via e-government)."	"Enabling timely and informed decision-making."	"Increasing awareness and utilizing information at both internal and external levels."
"Operations"	Red line" in government work	"Screening bureaucratic procedures to retain cost-effective ones."	"Establishing clear procedures for both government employees and customers."
"Financial aspect."	"Utilizing budget resources and prioritizing spending according to the most urgent needs of the customers."	"Monitoring expenses in terms of their contribution to achieving a specific national goal."	"Publishing all government budgets in addition to expenditures."

Table No. (1): Enhancing the Relationship Between the Three Dimensions and the Five Criteria for Best Government Practices.

Stages of Public Policy Development and Evaluation in Institutional Development

According to the definition of public policy, it is an intentional action plan that guides and directs stakeholders dealing with a problem or issue distributed across a specific timeline. Therefore, it cannot be defined as an individual decision since political decisions result from a give-and-take process, involving various forces, power centers, and influences. The complexity increases in conditions of uncertainty, ambiguity, obscurity, and concealment. Transitioning from contemplating practical solutions to a problem to enacting policy and understanding its effects is challenging and risky. Hence, a gradual and phased approach is essential to reach consensus among different groups and to reduce tension and costs associated with alternative decisions.

First Stage: Analysis and Intelligence Gathering (Problem Formulation)

The sustainability of any political system relies on active and continuous responses to the problems and issues it faces, whether related to internal demands—social, economic, political, or cultural—or external changes and challenges across various fields linked to serving the public interest. Hence, national systems need to consider these requirements in constructing or formulating any sound, effective, comprehensive, and balanced public policy capable of meeting these demands—accessing capital, extracting necessary

resources, and employing available resources. Therefore, countries and governments face several local and international problems and issues that act as barriers to crafting their public policies and overall economic and societal progress. Consequently, they are required to study, analyze, and examine these problems scientifically to devise procedures and measures concerning them, aiming to achieve desired objectives that materialize when implementing public policies, converting them into tangible outcomes. Public issues are the essence of constructing any public policy, beginning where these issues exist. They require an analysis of their dimensions and implications as a catalyst for government action, aiming to adopt suitable alternatives. These problems are defined as "circumstances or situations that trigger needs and dissatisfaction among individuals, often prompting them to seek assistance in coping with their situations. This arises from those who are concerned or impacted by the situation, or from representatives or sympathizers." (James Anderson).

Second Stage: Data Collection and Information Gathering on Public Policy Issues

Providing necessary and accurate information will inevitably reveal the identity of problems and weaknesses within any political structure. The information derived from problem analysis and study offers policymakers potential options and perspectives for the subsequent stage. Scientific study of issues and their classification by government specialists, experts, and various informational research centers—whether governmental or private—provides a comprehensive dataset used as raw material in the production of public policy. The aim is to comprehensively understand problems from various angles, establish causal relationships between all variables, and comprehend their mutual effects. Objective solutions cannot be reached without thorough investigation, data collection, and refining to yield scientific and realistic facts that directly contribute to policymaking and guidance. There are multiple methods for information collection, such as relying on events and comparisons with previous solutions and models, direct observation relying on policy experts' expertise, using scientific methods like operations research as a systematic process for applying scientific means to complex problems. Statistical and research-based models create a repository of data stored within the government's memory. The role of modern technology remains evident in storing and delivering information in a timely manner. Most studies and analyses by government agencies and related centers contribute to gathering, analyzing, and storing necessary information aiding in identifying viable alternatives for resolution.

The provision of necessary and sufficient information for creating public policy is linked to the scientific approach to analyzing public policy, as previously mentioned in defining the role of policy analysts. Scientific methods contribute to creating an objective and scientific framework that governments can rely on to address public problems and issues. This involves using cognitive means, applying scientific tools, and utilizing resources that positively impact resolving and containing problems. There is a close connection between the stages of public policy. The prior stage, diagnosing a problem scientifically, provides a range of factual data. The role in this stage is to process this data to present information about the issues and concerns at hand.

Information comes from various sources, whether governmental or private, information centers, advisory bodies, research centers, specialized institutes, and decision-makers through the planning and project preparation process. Without delving deeply into this role, it is crucial to emphasize that this stage works on gathering the most extensive possible range of data and statistics related to problems on one hand, and available resources on the other. The data and information must be accurate, up-to-date, and reflective of the actual reality so they can be relied upon in the subsequent stage for making preferences and developing alternatives. It's also essential to identify national sources and international streams that may intervene in these problems in a scenario of future assumptions.

The third stage: Formulation of Public Policy (Developing Alternatives):

This stage represents an active direction towards finding a solution to the issue at hand by proposing initial solutions based on the information provided from the previous stage. It's an elucidation of the extent of responsiveness and the creation of alternatives, driven by two fundamental questions:

- Is the problem left as it is, or should intervention occur to resolve it?
- If intervention is necessary, what alternatives are proposed for solutions?

Presenting solutions for current public problems stems from the experiences of public policy analysts using descriptive methods with limited use of some statistical methods. This is especially true for economic policies, whereas social policies often discuss alternatives based on the state's responsibilities. Additionally, proposing alternatives is a remedial process for policy analysts. They act as recipients of official directives proposing policies and their role isn't to predict future problems or contribute to developing preventive scenarios for their resolution.

This stage also aims to identify various solutions to the existing problem. There's no single path for a problem in the eyes of policy makers. After collecting, screening, and refining the information to present it, it offers different perspectives on solutions and the extent of transformation and impact from using one solution over another. As the process involves conflict and bargaining, developing alternatives considers all stakeholders and avoids options that could generate negative consequences or distort the policy's essence in subsequent stages.

Stage Four: Formulation of Public Policy:

This stage involves questioning the nature of public policies, where governments (policy makers) seek to enhance the quality of life and societies to meet the needs of their individuals. They strive to secure and ensure a better life. This prompts the government to identify the best options to adopt in public policy. Formulation is an effort focused on selecting an alternative from the proposed options. This process leads to issuing final decisions, which involve actions taken by some officials and bodies to approve, amend, or enforce policies. The positive form of these decisions usually takes the form of legislation or administrative orders.

Stage Five: Implementation of Public Policy:

This stage demands the actual implementation of the policy or the adopted alternative. Once a policy is adopted and legislated, the proposals, projects, and regulations that embody its content become qualified to be described as public policy. These policies should gain acceptance from all involved parties, ideally reducing conflicts, negotiations, and variations in opinions in a satisfactory manner, albeit at the expense of a few who might not endorse this type of policy.

The implementation of public policy can carry multiple meanings. Terms synonymous with implementation include administration, application, or detailing. Distinguishing between the stages of legislation and execution might be challenging, as Anderson said: "There is much truth in the idea that public policy is legislated in light of its implementability, it is implemented in light of what its legislation mandates" (James Anderson).

Stage Six: Evaluation of Public Policies:

This stage encompasses sequential activities focused on estimating, evaluating, and determining the importance of the content embedded in public policy. Thus, public policy cannot fully meet its requirements and might fall short of some of its objectives at the level of formulation and implementation. Hence, it accompanies a crucial process, which is evaluation. This process calls for a factual and objective understanding of the positive

and negative repercussions resulting from public policy, its execution, the impacts of its outcomes, and the effectiveness and efficiency in achieving its intended objectives.

Key Models and Theories of Decision-Making in Institutional Development:

The decision-making process holds increasing significance in social and human sciences, especially in the realms of politics and government administration. Political scientists and consensus experts, particularly in advanced countries, focus on models, approaches, and concepts for the purpose of making and executing decisions within their various institutions. They aim to reach procedural methods and principles that administrators and policy-makers use to address problems and situations that require specific decisions. Due to the notable progress in behavioral sciences, which influenced the field of political science with various options for studying decisions and the behavior of governmental bodies and institutions, their diverse policies are seen as a set of decisions contributed to by both formal and informal entities.

Government administration and the policies adopted by the government, both domestically and internationally, represent a set of decisions that can undergo study and analysis concerning understanding the components of decisions, the steps involved, and the main approaches utilized. Theories and frameworks are necessary for analysis and research purposes, facilitating communications, providing contributions, clarifications, justifications essential for understanding, and making public policies. Without these guiding theories and methodological standards, analyzing and focusing on the core elements or identifying necessary information becomes challenging. As Anderson stated, "What we find and reach depends in part on what we look for within the scope of pure concepts and theories." This implies that different theories and approaches remain instructive, guiding policymakers to steer their course correctly and aim to serve the public interest if such verification is confirmed.

The establishment of national initiatives that promote the ongoing improvement of the infrastructure relies on guaranteeing adequate support for the information infrastructure within the country. This is accomplished by domestically modifying the existing information resources and integrating foreign technologies to effectively tackle a majority of the difficulties in a more efficient and cost-effective manner. The information infrastructure is the only guarantee for the dissemination of this information and skills, which benefits the domains of development and transformation. This research offers a deeper understanding of the credibility and reliability of information. Comparing information to blood, flowing through systems, institutions, and entities, is an accurate analogy. It is crucial to establish centers that serve as filtration centers, institutions for the purpose of gathering, analyzing, and documenting information, in addition to advisory bodies and both governmental and commercial institutions. All of these entities should collaborate in the tasks of collecting, storing, analyzing, sending, and retrieving information. In future chapters, they process this raw material to acquire data that facilitates comprehension of problems, resolution of difficulties, confrontation of obstacles, optimization of policies, and reinforcement of decisions. This requires the development of a strategic plan to determine priorities and efficiently allocate resources based on their future use. It also requires a systematic strategy that is adaptable in resolving information-related matters. At the national level, there are several important information centers and repositories, despite variations in naming conventions within organizations.

1- Governmental Public Information Sources:

In most countries, the foundational information infrastructure exists in the form of data repositories within specialized and public government entities, as well as international entities. Statistical data, studies, expert reports, and more can be found across various government administrative units, legislative and judicial bodies, regional and local administrative units. Additionally, there are data banks like public statistical repositories

such as the National Statistics Office, administrative, industrial, commercial, agricultural, real estate, and other specialized information banks. These encompass scientific and technological activities such as libraries, archives, documentation centers, and all major repositories that gather most official and unofficial materials, including intellectual productions, maps, manuscripts, and more.

These institutions are responsible for organizing, coordinating, and collaborating in the realm of information, handling national and global information assets through aggregation, analysis, storage, dissemination, and retrieval. These specialized centers should be accountable for all aspects related to the information sector in both domestic and international environments, forming the basis for key public services within the country.

2- Specialized Information Networks and Banks:

Understanding a country's information needs can be achieved through various means, notably detailed studies on how beneficiaries acquire and utilize information. Recognizing informational priorities and needs is interconnected with development objectives and plans that assist governmental institutions in enhancing service performance and refining operational procedures. One of the significant strategies employed in many countries to meet national needs is the establishment or participation in networks. Susan K. Martain defines a network as "a group of individuals or organizations connected via communication to maximize information sharing and provide the highest proportion of information to its beneficiaries." Whether these networks are categorized by thematic domains, objective specializations, types of information services, or network levels (national, regional, international) may vary.

3- Research and Consultative Bodies:

Governmental operations and planning entities often require counsel, which typically comes from three sectors: information beneficiaries, stakeholders, and consultants or experts. Channels for this advice can be through permanent committees or committees formed for this purpose. Permanent consultative committees are government-led committees, integral parts of the fundamental national structure for organizational relations and coordination in the information field. Independent committees, which may receive governmental grants, have greater freedom in thinking and creativity. However, they might not wield as much influence over the government and its representatives. These independent committees or bodies can present their findings, studies, and research to governmental committees as part of the regulatory procedures governing the development and implementation of national information policies.

Description and Diagnosis of Research Variables and Result Analysis

Firstly: Describing the Role of Public Policies

"Dimensions"	"Public Policies"	The mean	Standard deviation	Rank Importance	Level
"The social dimension"	"The government's public policies enable relevant authorities to issue directives that restrict societal interventions in improving the performance of governmental institutions."	3.946	0.989	4	"High"
	"Cultural and social diversity can positively influence the creativity in designing and developing	3.764	1.040	5	"High"

	public policy within an institution."				
	"Enhancing social solidarity can contribute to improving institutional development by implementing appropriate policies for advancement."	4.191	1.103	2	"High"
	"The government's public policies have an impact on social changes such as cultural trends and institutional development."	3.951	0.926	3	"High"
	"The government's public policies in institutional development will play a significant role in making the community an active partner in the process of assessing service improvements."	4.195	1.108	1	"High"
	"The overall average"	4.009	0.845		"High"
"The economic dimension"	"That the environment and general economic policies impact the level of development in institutions?"	4.151	0.946	1	"High"
	"Modern fiscal policies can contribute to filling gaps in promoting institutional development?"	4.106	0.869	2	"High"
	"The economic policies contribute to creating a conducive environment for both public and private sector growth, which in turn reflects on the development of institutions."	3.933	0.834	5	"High"
	"Economic policy contributes to achieving the economic growth of a country by increasing production and expenditure, thereby creating new employment opportunities in both the public and private sectors."	4.000	0.860	4	"High"
	"Economic policy works on developing institutions aimed at attracting foreign investments and enhancing international cooperation in the fields of trade and investment."	4.017	0.986	3	"High"
	"The overall average"	4.041	0.690		"High"
	"The political dimension"	"Government policies have a greater impact on specific areas of institutional development."	4.031	0.820	4

	"The government policies enabled relevant entities to provide legislation concerning the functioning administrative bodies within the country."	4.231	0.713	3	"Very high"
	"The government's political agenda influences the impact of policies on institutional development."	3.666	1.013	5	"High"
	"Government policies enabled relevant authorities to issue directives facilitating the transition towards excellence in institutional performance."	4.640	0.708	1	"Very high"
	"Do you believe that political conflicts and instability could be major factors in increasing rates of administrative and financial corruption, hindering the process of institutional development in government sectors?"	4.640	0.481	2	"Very high"
	"The overall average"	4.160	0.587		"High"

Social Dimension:

The data from respondents of the research sample, regarding "means" and "standard deviations," indicate that the averages of these values in the studied field ranged between (3.746-4.195), with an overall arithmetic mean of (4.009) and a standard deviation of (1.040). Consequently, this generally suggests that the level of the "social dimension" was "high," according to the responsive sample from the surveyed institutions.

Economic Dimension:

Data from the research sample respondents show that the "means" and "standard deviations" of these values in the researched field ranged between (3.933-4.151), with an overall arithmetic mean of (4.041) and a standard deviation of (0.834). This, in general, indicates that the level of the "economic dimension" was "high," as per the responding sample from the researched institutions.

Political Dimension:

The data from respondents of the research sample, regarding "means" and "standard deviations," indicate that the averages of these values in the studied field ranged between (3.666-4.640), with an overall arithmetic mean of (4.160) and a standard deviation of (1.013). This, overall, suggests that the level of the "political dimension" was "high," according to the responsive sample from the surveyed institutions.

Secondly: Institutional Development

S	"Institutional Development"	The arithmetic mean	Standard deviation	Order of importance	Level
"Leadership standard"	"Institutional development will contribute to formulating a written vision, defining what the organization	4.000	0.707	4	"High"

	aspires to become ideally, concerning achieving excellence in fulfilling its role effectively."				
	"Organizational development will contribute to understanding your role in defining the outcomes of objectives, which are known to you and clearly linked to achieving the goals of the strategic plan."	4.173	0.688	3	"High"
	"Organizational development will contribute to establishing a set of core values that the organization hopes employees will embody in their workplace behavior, with the aim of enhancing performance outcomes."	4.204	1.090	1	"High"
	"The organizational development process will succeed by delegating responsibilities and authority to you sufficiently to contribute more effectively to achieving the organization's resulting goals."	4.186	1.102	2	"High"
	"The organizational development process will contribute to identifying and preparing against key risks that may impact its ability to achieve successful production or deliver its outputs."	3.942	0.987	5	"High"
	"The overall average."	4.101	0.700		"High"
"Individual standard"	"The organizational development process will succeed in establishing clear standards for recruitment and selection to ensure the appropriate placement of potential candidates for employment."	3.791	1.132	5	"High"
	"Do you believe that the organizational development process will succeed in clearly defining job descriptions and specific scopes of work?"	4.208	0.753	3	"High"
	"The organizational development process will succeed in developing a specialized human resources forecasting plan for the institution."	4.066	0.790	4	"High"
	"The organizational development process will succeed in properly distributing employees across work units."	4.311	0.701	2	"Very high"
	"The organizational development process will ensure the success of the training and development process by	4.448	0.673	1	"Very high"

	designing training programs tailored for employees to enhance their skills and experiences."				
	"Overall average."	4.165	0.640		"High"
"Knowledge standard"	"Does organizational development contribute to developing a knowledge management strategy?"	4.102	0.702	5	"High"
	"Organizational development contributes to continuously developing, acquiring, and exchanging information within the institution."	4.346	0.476	1	"Very high"
	"Organizational development contributes to reviewing the current knowledge assets and identifying/documenting any key knowledge gaps that may need to be filled."	4.235	0.708	2	"Very high"
	"Organizational development contributes to defining which specific initiatives of e-government as part of its strategic plan or knowledge management strategy, in order to perform its role more effectively."	4.133	0.930	4	"High"
	"Organizational development contributes to activating a sufficiently dynamic communication strategy to seize unexpected opportunities and manage crises effectively."	4.186	0.605	3	"High"
	"Overall average"	4.200	0.562		"High"
"Process standard"	"Organizational development contributes to reducing unnecessary burden or delays in daily operations."	3.946	0.929	3	"High"
	"Organizational development contributes to streamlining procedures while maintaining consistent outcomes."	4.195	1.092	1	"High"
	"Organizational development contributes to continuously evaluating customer needs related to employee performance."	4.191	1.099	2	"High"
	"Organizational development process contributes to improving regular feedback mechanisms for information review, aiming to identify customer needs and expectations."	3.937	0.040	4	"High"
	"Organizational structuring develops collective efforts to ensure a high level	3.764	1.040	5	"High"

	of overall customer satisfaction."				
	"Overall average"	4.007	0.842		"High"
"Financial standard"	"Organizational development contributes to developing sufficient information about its financial requirements and performance, enabling you and your managers to make sound and robust financial decisions."	4.004	0.703	5	"High"
	"Organizational development contributes to improving the use of written policies and procedures for its accounting operations."	4.400	0.652	1	"Very high"
	"Organizational development helps in enhancing your institution by defining the acceptable percentage of variance in its financial plans."	4.351	0.652	2	"Very high"
	"Institutional development contributes to incorporating potential changes in the current budgeting process, considering the expected alterations in the institution's strategy and forthcoming governmental regulations."	4.066	0.855	4	"High"
	"Institutional development enhances the capacity to identify its priorities when setting the budget."	4.151	0.728	3	"High"
	"The overall average"	4.194	0.504		"High"

Leadership Standard

The data from the average responses and standard deviations of the research sample indicate that the averages of these values in the investigated field ranged from (3.942-4.204), with an overall mean of (4.101) and a standard deviation value of (0.987). This generally suggests that the level of the leadership standard was (high), according to the responding sample of individuals from the surveyed institutions.

Individual Standard

The data from the average responses and standard deviations of the research sample indicate that the averages of these values in the investigated field ranged from (3.791-4.448), with an overall mean of (4.165) and a standard deviation value of (0.640). This generally suggests that the level of the individual standard was (high), according to the responding sample of individuals from the surveyed institutions.

Knowledge Standard

The data from the average responses and standard deviations of the research sample indicate that the averages of these values in the investigated field ranged from (4.102-4.346), with an overall mean of (4.200) and a standard deviation value of (0.604). This generally suggests that the level of the knowledge standard was (high), according to the responding sample of individuals from the surveyed institutions.

Processes Standard

The data from the average responses and standard deviations of the research sample indicate that the averages of these values in the investigated field ranged from (3.764-4.195), with an overall mean of (4.007) and a standard deviation value of (0.703). This generally suggests that the level of the processes standard was (high), according to the responding sample of individuals from the surveyed institutions.

Financial Standard

The data from the average responses and standard deviations of the research sample indicate that the averages of these values in the investigated field ranged from (4.004-4.400), with an overall mean of (4.194) and a standard deviation value of (0.702). This generally suggests that the level of the financial standard was (high), according to the responding sample of individuals from the surveyed institutions.

Secondly: Testing the Study Hypotheses

Firstly: Testing the hypotheses related to measuring the correlation between variables and study dimensions:

This paragraph included testing the study hypotheses related to measuring the correlation between variables and study dimensions. According to each hypothesis, and for the purpose of testing and diagnosing the reality of this relationship and its strength between each of the variables and dimensions involved in the test, the researcher relied on applying the simple correlation matrix (Person), using the AMOS.V23 program to obtain accurate results. This test is considered one of the well-known tests used by researchers to measure such relationships. The correlation is positive when the sign is positive, indicating that an increase by one unit in one of the variables or dimensions involved in the test will lead to a change in the other variable or dimension by the extracted value. The results are inverse in this relationship and its direction if the sign is negative. These criteria are presented in Table (16) below, according to (Saunders et al., 2009, 459). Based on these criteria, the test results will be estimated as follows:

	"Level of Correlation Relationship".	"The magnitude of the correlation (R)."
1.	"Low correlation relationship."	"If the correlation coefficient value is less than 0.00-0.30."
2.	"Strong correlation relationship."	"If the correlation coefficient value is between 0.31-0.70."
3.	"Very strong correlation relationship."	"If the correlation coefficient value is between 0.71-0.99."
4.	"No correlation relationship."	"If the correlation coefficient value is zero (0)."
5.	"Perfect correlation (positive or negative)."	"If the correlation coefficient value is ± 1 ."
6.	"Weak negative correlation relationship."	"If the correlation coefficient value is less than 0.00-(0.30-)."
7.	"Strong negative correlation relationship."	"If the correlation coefficient value is less than 0.31-(0.70-)."
8.	"Very strong negative correlation relationship."	"If the correlation coefficient value is less than 0.71-(0.99-)."

Table (17) Path and Parameters of the Correlation Test between Public Policies and Organizational Development.

"The significance level (P-value)."	"The critical ratio (C.R) ratio."	"The standard error (S.E) margin."	"The non-standardized estimate."	"The standardized regression weights (S.R.W)."	paths
0.007	2.680	0.018	0.049	0.182	"Organizational development." ↔ "Public policies."

The source: Outputs of the program (AMOS.V23).

Thus, the results of testing the hypothesis above and the sub-hypotheses derived from it can be detailed as follows:

There is a significant relationship between the social dimension and organizational development at the overall level in the researched field. It appears that there is a negative correlation relationship between the social dimension and organizational development, and this relationship is statistically significant. This relationship can be attributed to the culture of society and some prevailing customs, which have a significant impact on organizational work. This, in turn, negatively affects the development process in institutions, representing one of the key challenges facing institutions in the researched field. The correlation coefficient value between the variables was (-0.293), indicating the extent of the mentioned relationship. With a critical ratio value of (4.206) at a significance level of (0.000), it confirms the validity of the first sub-hypothesis of the study, which predicted a significant correlational relationship between the social dimension and organizational development at the overall level in the researched field, as shown in Table (18) below.

Secondly: (Impact Hypotheses).

2. Testing the Second Main Hypothesis: There is a significant impact of public policies on organizational development at the overall level in the researched field.

It appears, through Figure (14) below, that there is a significant positive and direct impact of the variable 'public policies' on 'organizational development.' This is evident from the standardized impact value, which is (0.230), indicating that the variable 'public policies' affects the variable 'organizational development' by 23%. This value is statistically significant, as confirmed by the critical ratio value (C.R) of (2.770) and the corresponding statistically significant P-Value in Table (21) below. The impact is further illustrated in the figure (21).

Table (21) Path and Parameters of the Test for the Relationship of the Effect of the Public Policies Dimension on Organizational Development.

"The significance level (P-value)."	The critical ratio (C.R) ratio."	"The standard error (S.E) margin."	"The non-standardized estimate."	"The standardized regression weights (R.W)."	paths
0.000	2.770	0.083	0.182	0.230	"Public policies." → "Organizational development."

From the above hypothesis (Main Hypothesis 2), three sub-hypotheses emerge as follows:

1. **Sub-Hypothesis 1:** There is a significant inverse effect of the social dimension on organizational development at the overall level in the studied field. This is evident through Figure 15 below, indicating a significant inverse impact of the social dimension on organizational development with a standardized effect size of (0.167-). This suggests that the social dimension negatively influences organizational development by 16.7% for a one-unit change in the researched institutions. This significance is confirmed statistically by the Critical Ratio (C.R) value shown in Table 22, reaching (-5.028). This is a statistically significant and indicative value (P-Value) displayed in the same table.
2. **Sub-Hypothesis 2:** There is a significant inverse effect of the economic dimension on organizational development at the overall level in the studied field. As illustrated in Figure 15 below, there is a significant inverse impact of the economic dimension on organizational development, with a standardized effect size of (0.101). This indicates that the economic dimension negatively influences organizational development by 10.1% for a one-unit change in the researched institutions. This significance is confirmed statistically by the Critical Ratio (C.R) value shown in Table 22, reaching (2.490). This is a statistically significant and indicative value (P-Value) displayed in the same table.
3. **Sub-Hypothesis 3:** There is a significant inverse effect of the political dimension on organizational development at the overall level in the studied field. As shown in Figure 15 below, there is a significant inverse impact of the political dimension on organizational development, with a standardized effect size of (0.665). This indicates that the political dimension negatively influences organizational development by 66.5% for a one-unit change in the researched institutions. This significance is confirmed statistically by the Critical Ratio (C.R) value shown in Table 22, reaching (14.813). This is a statistically significant and indicative value (P-Value) displayed in the same table.

The significance ratio Significance level P	Critical ratio C.R	Standard error S.E	Estimate	Standardized Regression Weights (S.R.W)	paths		
0.013	-5.028	0.033	-0.242	-0.167	Social Dimension	←-----	Institutional Development
***	2.490	0.041	0.120	0.101	Economic Dimension	←-----	Institutional Development
***	14.813	0.045	0.670	0.665	Political Dimension	←-----	Institutional Development

Table (22) Path and Parameters for Testing the Impact Relationship of Public Policies Dimensions on Institutional Development.

Recommendations:

1. Enhance collaboration between the public and academic sectors: Encourage the exchange of knowledge and experiences between the government and academic sectors to deepen understanding of the impact of public policies on institutional development.
2. Strengthen training and development: Develop continuous training programs for government employees to enhance their skills and understanding of public policies and how to better apply them in the context of institutional development.

3. Promote transparency and anti-corruption measures: Develop and implement effective mechanisms to enhance transparency within government institutions, contributing to building trust and stability in the system.
4. Foster digital transformation: Embrace modern technology in the government sector to promote digital transformation, improving service delivery and administrative efficiency.
5. Enhance collaboration with the private sector: Encourage collaboration between the public and private sectors to establish effective partnerships that contribute to institutional development and promote overall development.
6. Increase citizen participation: Develop effective mechanisms for citizen participation in decision-making and monitoring the implementation of public policies, contributing to improved transparency and accountability.
7. Improve governance structure: Enhance the governance structure within government institutions to ensure effective decision-making in accordance with ethical and professional standards.
8. Strengthen strategic direction: Develop clear and specific strategies to achieve development and institutional goals, guiding efforts toward vital priorities.

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