EVALUATION OF THE STRATEGIC LEADERSHIP SKILLS OF TOP MANAGEMENT IN THE MUNICIPALITIES AT GAZA STRIP - PALESTINE

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Abstract - This paper aims at evaluating the strategic leadership skills of top management that are: self-skills, technical skills, Intellectual skills, and managerial skills, and as a case study, this research was applied on the municipalities at Gaza Strip in Palestine since municipalities play a very leading role in serving citizens. The descriptive analytical method was used with the comprehensive inventory of all the employees from the Head of the Division and higher, the study included all major municipalities in Gaza Strip (Jabaliya, Gaza, Deir al-Balah, Khan Younis, Rafah), where the questionnaire was used as a tool for the study, and (192) questionnaires were collected back out of the (211) questionnaire distributed in a recovery percentage that reached 90.1% **.**The study showed the following results: a high degree of approval by the members of the study population regarding the fields of strategic leadership skills (personal skills, technical skills, intellectual skills, managerial skills), where the degree of approval on all fields of strategic leadership skills by members of the study community shown in a relative heaviness of 71.55%, there is no statically significant differences at ($\alpha \leq 0.05$) between the average responses of the respondents about the strategic leadership skills in municipalities in Gaza Governorates attributed to the variables (gender, the municipality the responder works at, Qualification, years of service, Job Title) except the variable of age ,and the differences were in favor of individuals who are less than 30 years old. The study recommended: Give concern for the preservation of high skills of strategic leadership in the Palestinian local organizations, through seminars and specialized conferences and giving more attention to the application of the various practices through implementing continuous training workshops. The exchange of international expertise to take advantage of them in the field of developing leadership skills, by the activation of external scholarship leaders in the local bodies of developed countries.

Keywords - Municipalities; strategic leadership; self-skills; technical skills; Intellectual skills; managerial skills.

I. INTRODUCTION

Strategic leadership is based on: strategic analysis, planning, and logic of strategic thinking. The vision of the future is based on the orientalism of the future, and seeks to achieve efficiency. Efficiency of the organization based on the relationship between goals and opportunities. It adopts innovation and creativity to reach the goals and overcome difficulties and emergency situations, which is more extensive than traditional leadership that focuses on operational plans in the face of immediate events only and tends to follow the guidelines and work procedures. The development of strategic leadership has positive implications for organizations and leaders themselves through the development of their knowledge, skills, and positive attitudes towards planning and action, by adopting organizations to programs and methods aimed at developing the knowledge, skills and attitudes of leaders; therefore, there was an urgent need for organizations to adopt internal development methods that help the development of leadership, because of those positive methods and programs in different areas, such as raising the level of performance of organizations and raise productivity, and to confront crises and develop positive trends between leadership and staff . There are several skills required in strategic leadership, the most important of which are: self-skills, technical skills, Intellectual skills, and managerial skills. Most of the formatting specifications needed for preparing electronic versions of their papers. All standard paper components have been specified for three reasons: (1) ease of use when formatting individual papers, (2) automatic compliance to electronic requirements that facilitate the concurrent or later production of electronic products, and (3) conformity of style throughout a conference proceedings. Margins, column widths, line spacing, and type styles are built-in; examples of the type styles are provided throughout this document and are identified in italic type, within parentheses, following the example. Some components, such as multi-leveled equations, graphics, and tables are not prescribed, although the various table text styles are provided. The formatter will need to create these components, incorporating the applicable criteria that follow.

II. STRATEGY

A. Strategy Concept

The concept of the word strategy was developed through the various ages of military history because of strict adherence to the plans used to manage the forces of war and the development of general plans in the battles until the nineteenth century AD, and according to the different schools of thought and political for each leader and thinker, and recently took the word meaning confused, The use of modern private business organizations, the initiative and the pioneer, who are interested in analyzing their environment and responding to them[1].In [2]

strategy is defined as "an intellectual work that ends with a resource allocation and binds the enterprise in the long run and delineates its area of activity in order to obtain a competitive advantage".They are the set of capacities that allow choices that determine the nature and direction of an organization. These choices relate to the area of products or services, markets, important capacities, growth, return and resource allocation of the organization[3].

B. Importance of strategic leadership

The importance of strategic leadership in any organization is that it is the element capable of introducing change and development in the performance of the subordinates, and the management, evaluation and development of performance stems from the motivation of self-authentic and the ability of the integrated rehabilitation of the strategic leaders being aware of the strengths and weaknesses in performance and development paths required[4].Strategic leadership is responsible for the success or failure of organizations. Strategic leaders are responsible for achieving a strategic balance between aspirations and needs. They are responsible for excellence and competition. They are responsible for strategic planning and strategic thinking to develop organizations. Strategic leadership is when people think and do And influence others in ways that promote the competitive advantage of the organization[5].

C. Strategic leaders

When talking about a strategic leader, this does not mean talking about leadership in general, as it is responsible for achieving strategic balance of aspirations or intersecting needs that sometimes reach a contradiction[6], which is primarily responsible for the success or failure of the organization, Through the formulation of its strategy, the identification of methods for its evaluation and application, and the formation, implementation and evaluation of overlapping functional decisions that enable the Organization to achieve its objectives.Strategic leaders are constantly improving the organization's SOA functions to improve services to beneficiaries, formulating vision, practical strategies and structuring business policy, training others to face the difficulties of solving day-to-day work-related problems, and assuming responsibility for achieving results through design Implementation and evaluation of long-term continents, changes to the Organization's organizational structure to suit its current and future nature, and support communication plans between its parts with a view to increasing the Organization's capacity to achieve its objectives [7].

D. Characteristics of strategic leaders

- Wide vision, imagination queen, critical mentality, insight, insight, predictability, flexibility and ability to respond to changes and challenges in the external environment [8].
- Gathering information about the organization's present, future and transition, the ability to absorb inclusive knowledge about what is going on, and the ability to convince others of future vision and the ways in which it leads in a convincing and enjoyable way[9].
- The strength of personality, the intensity of determination, willpower, courage, courage and determination in critical circumstances to cope with crises, and the ability to generate creative ideas that develop and change the Organization for the better and the better[10].
- The ability to confront the strategic dilemmas through the discovery, representation and treatment and provide a context that allows the qualitative superiority of one to the other according to the wishes of customers and the interest of the Organization and break static thinking, and the rotation of work and achieve synergy and solidarity.
- Ability to take risk, calculated risk, ownership of the spirit of entrepreneurship and the emergence of leadership abilities in hot situations to achieve long-term benefits and benefits for the organization[11].
- Sensitivity, intuition and foresight for issues that lack information, responsiveness and positive interaction with the external environment, critical vision of ideas, ability to employ and build on them, ability to expand thinking and narrow organization, and an integrated and inclusive vision [12].

E. Tasks of strategic leaders

Strategic leaders assume senior positions in different organizations as sector managers because they are tasked with developing programs, budgets and procedures to implement a strategy that reflects a comprehensive vision of the organization's working methods over a specified period of time. The most important tasks of strategic leaders are[13]:

- Identifying the current status of the organization: This role requires the strategic leader's knowledge of all the internal capabilities of the organization, and the extraction of features to help build future perceptions.
- Determining the future of the organization: The role of the strategic leader here is to identify the meanings of environmental events (environmental complexity, competition, scarcity

of materials, information), and analyze and drop them on the axes of the future.

- Formulation of strategic plans and their implementation requirements: This step is based on a thorough understanding of the organization's objectives, future objectives, and changing circumstances.
- Follow-up of strategic performance: This includes the role of the strategic leader in verifying the course of things planned according to their predetermined tracks[13].
- Strategic decision making: This is one of the most important tasks of strategic leadership, where they have a lot of ideas and active participation that increase the likelihood of success in making these decisions, and their knowledge of all matters of the organization and its resource and expenditure can make effective decisions that depend on changes in the external environment and nutrition As an effective means of harmonizing inputs and outputs.

F. Factors of strategic leadership success

There are several factors that help the success of strategic leaders, the most important of which are:

- The leader has the right vision based on wisdom and knowledge about the organization and the workers[14].
- The concentration of the leader on the workers; because in their absence the leadership is very limited, and even enjoyable, as well as the need to recognize the strategic leader of the way he follows and leads on the basis; because it determines how he leads and follow his followers[15].
- Capacity and ability to have the ability to know and retrieve the necessary information at the required moment whenever necessary[16].
- Knowledge capacity and diversity, and the consequent treatment of attitudes through knowledge balances without neglecting one aspect[17].
- Time management using the best time, and the possibilities available in a way that leads to achieving the goals.
- Acumen and vision and the ability of the strategic leader to derive meanings from positions[18].
- Courage and speed to resolve critical situations and make critical decisions[19].

To ensure the availability of strategic leadership success factors, two factors must be emphasized:

1. The first factor (focus on the leader): By identifying the quality of the leaders and their behavior and their responses to the position of the events.
2. The second factor: The focus on the leader alone cannot give a clear general explanation of the process of leadership, because the leadership is something much larger than the leader[20].

III. STRATEGIC LEADERSHIP SKILLS

Skill is the ability to perform an action, to carry out an action, or to take a goal, using efficient and distinguished methods and methods, and to achieve the best results from available resources and capabilities. The source of skill may be the inheritance that allows some individuals to have capabilities that are not available to others, Of education and training, thus defining the skill as "natural or acquired talent or talent, growing in knowledge or education, being trained, making the individual physically or mentally capable, and being used to influence the behavior of others or achieve a certain goal [21], the strategic leadership skills are:

A. Self Skills

Self-skills include capacities for certain attributes and abilities in the same leader. They are the core of leadership, and include four sets of skills: physical abilities, mental abilities, innovation, and self-control.

- Physical abilities: include all physiological, physical and physiological preparations such as physique, nervousness, endurance, vitality and vigor. Driving is hard and demanding. It requires constant and continuous training and requires systematic use of both physical and nervous energy [22].
- Mental abilities: Mental abilities are the set of intellectual preparations, mental habits, and scientific attitudes of an individual. Intelligence comes at the forefront of the mental abilities of leaders. Studies of leadership attributes have revealed a relationship between intelligence and leadership success[23]. The intelligence gives the ability to visualize, creativity and wide horizons, which helps the leader to recognize the problems and how to confront them and see the position of the organization and predict the changes to the success industry, and is linked to intelligence and the ability to imagine and visualization.
- Innovation: is the inclination that motivates the individual to submit proposals and work before others. It is one of the skills required for a leader. He is able to know the driving force of the work of the staff and to motivate them to complete the work. The principle is linked to three other characteristics: courage, speed of action[24].

- Self-control: The skill of self-control is the ability to balance emotional, and control sensitivity and susceptibility, and the ability to restraint makes the leader inclined to understanding, and help him to accept criticism from presidents and subordinates without emotion or anger, and avoid taking decisions superficial or emotional, And prevents him from acting according to his desires, and enables him to control his emotions and direct them towards the completion of the work[25].

B. Technical skills

A strategic leader should be capable of using the information, analyzing it, and aware of the ways and means available and capable of accomplishing the work. Is specialized knowledge in a branch of science and adapted in how to deal with things easily to achieve the goal, in other words the ability of the leadership to use scientific and technological means to achieve the desired goal[26].

C. Intellectual skills

Intellectual skills means that the leader has the ability to study, analyze and deduce in comparison, as well as the flexibility and mental readiness to accept the ideas of others, as well as the ideas of changing the organization and developing it according to the requirements of the times and circumstances [27].The intellectual skills of the leader relate to the extent to which he is efficient in creating ideas, sense of problems, understanding solutions, and reaching ideas and intellectual skills. This is necessary to help the leader succeed in planning the work, directing and prioritizing things that can happen in the future. Ie the anticipation of events and the consequent reduction of the risk or loss in achieving the desired benefit, and the leader uses these skills in the exercise of his work, and the most difficult skills for him to learn and acquire. The intellectual skills are the real wealth of the organization, and it is seen as a true representative of competitiveness and a criterion for the success of organizations in achieving their objectives. This means that the organization possesses a distinguished elite of leaders - at all levels - with the ability to develop and modernize the productive system of the establishment in distinct ways[28].The development efforts of the organizations depend on the skills of the leaders responsible for developing, designing and following specialized programs for the management of thinking, which include planning, organization and supervision, in addition to the continuous coordination and synthesis processes that are based on the mental and intellectual abilities and abilities of the individuals working in the organizations. Transform these knowledge-based skills into products to achieve the following: [29].

- The speed of solving problems and eliminating the chances of accumulating them.
- Follow-up activities accurately and objectively.
- Building an integrated system for strategic planning of the organization in general.

D. Managerial skills:

The Managerial skills are in the ability of the leader to understand his work, his ability to distribute work within the organization fairly, to set rates and performance measures, to coordinate between various activities and units, to develop and develop human competencies, to simplify methods and procedures [24].

IV. METHODOLOGY

The comprehensive inventory method was used for all employees working in the major municipalities in Gaza governorates whose job title is head of division and above, that are 211 employees.

A. The study sample

The questionnaires were distributed to all members of the study sample. 192 valid questionnaires were recovered. Thus, the percentage of recovery from all municipalities is approximately 90.1%, and according to [30], it is considered a response rate (30%) as a minimum suitable for research purposes, the distribution of employees at municipalities is shown in table (I):

TABLE I. Distriution of empolyees at municipalities

No.	Municipality	General Director	Deputy General Director	Dep. Manager	Deputy Dep. Manager	Head of Division	Total	Recovered
1	Jabalia	0	0	6	5	8	19	19
2	Gaza	8	1	27	16	72	124	105
3	Deir-Elbalah	0	0	5	2	5	12	12
4	Khan-Younis	1	0	8	0	18	27	27
5	Rafah	1	0	9	4	15	29	29
Total		**10**	**1**	**55**	**27**	**118**	**211**	**192**

B. Study Tool (Questionnaire)

The questionnaire consisted of the following sections:
Section 1: Identification of the respondent's personal data (gender, the location of municipality, age , qualification, years of service, job title).
Section 2 : Reflects the areas and variables of the study on strategic leadership skills, consisting of (35) paragraphs, divided into (4) fields:
The first field: discusses the self-skills of the strategic leadership, and consists of (10) paragraphs.
The second field: discusses the technical skills of strategic leadership, and consists of (8) paragraphs.
The third field: discusses the intellectual skills of strategic leadership, and consists of (8) paragraphs.
The fourth field: discusses the managerial skills of the strategic leadership, and consists of (9) paragraphs.

C. Correcting the study tool

The five-point Likert scale was used to answer the second section. The answers to each paragraph were 5 answers, where grade 5 strongly agreed, and 1 strongly disagree as shown in table (II):

TABLE II. The five-point Likert scale

Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Degree	**5**	**4**	**3**	**2**	**1**

The value of the arithmetic average and the relative arithmetic average is mainly based on the level of approval by the members of the study community on the paragraphs and areas of the questionnaire.

D. Normal Distribution Test

The results of the Kolmogorov-Smirnov Test (K-S) were used to test whether the data follow normal distribution or not, and the results are as shown in Table (III).

TABLE III. results of the Kolmogorov-Smirnov Test (K-S)

Field	Probability Value (Sig.)
Self Skills	0.254
Technical Skills	0.082
Intellectual Skills	0.252
Managerial Skills	0.191
Strategic Leadership Skills	0.385

It is clear from the results shown in Table (III) that the probability value (Sig) for all fields of study is greater than the level of significance ($\alpha \geq 0.05$), so the distribution of data for these fields follows the normal distribution.

E. Study Tool Reliability

The Reliability of the questionnaire was verified by using Cronbach's Alpha Coefficient:

TABLE IV. Testing of Reliability using Cronbach's Alpha

Field	No. of paragraphs	Cronbach's Alpha Coefficient	Self-honesty
Self Skills	10	0.944	0.972
Technical Skills	8	0.935	0.967
Intellectual Skills	8	0.936	0.967
Managerial Skills	9	0.905	0.951
Strategic Leadership Skills	35	0.978	0.989

*Self-honesty = positive quadratic root of the Cronbach Alpha Factor

Table (IV) shows that the value of the Alpha-Cronbach coefficient is high for each field, ranging from (0.905, 0.978), while it reached all the paragraphs of the questionnaire (0.985).

As well as the value of self-honesty is high for each field, ranging between (0.951,0.989) and reached all the paragraphs of the questionnaire (0.993). This means that the coefficient of self-honesty is high.

F. Data Analysis

The analysis of the characteristics of the society include the statistical description of the society of the research according to personal characteristics. Table (V) shows a presentation of the results of the study society according to the characteristics and personality traits:

TABLE V. Distribution of the Study Sample Accordnig to the Personal Characteristics

	Personal Data	Quantity.	Percent
Gender	Male	172	89.6
	Female	20	10.4
Municipality	Jabalia	17	8.9
	Gaza	105	54.7
	Deir-Elbalah	15	7.8
	Khan-Younis	27	14.1
	Rafah	28	14.5
Age	Less than 30 years	30	15.6
	From 30 to less than 40 years	66	34.4
	From 40 to less than 50 years	56	29.2
	More than 50 years	40	20.8
Qualification	Secondary and lower	3	1.6
	Diploma	28	14.6
	Bachelor	136	70.8
	Postgraduate	25	13
Years of Service	Less than 5 years	27	14.1
	From 5 to less than 10 years	51	26.6
	From 10 to under 15 years	49	25.5
	More than 15 years	65	33.8
Job Title	General Director	9	4.7
	Deputy General Director	7	3.6
	Department Manager	35	18.2
	Deputy Department Manager	20	10.4
	Head of Division	121	63.1

G. Testing the First hypothesis of the study

To analyze the resolution paragraphs, a single sample T test was used to determine if the mean response was 3 or not.

Zero Hypothesis: The mean response score is equal to 3 and corresponds to the degree of neutrality according to the Likert scale.

Alternative Hypothesis: The average response score is not equal to 3.

If Sig >0.05 (Sig is greater than 0.05), the zero hypothesis cannot be rejected. In this case, the average of the individuals' opinions on the phenomenon studied is not substantially different from the degree of neutrality (3). If Sig <0.05 (Sig less than 0.05) Reject the null hypothesis and accept the alternative hypothesis that the average of the views of individuals is fundamentally different from the degree of neutrality (3), in which case it is possible to determine whether the average response substantially increases or decreases the degree of neutrality and is through the test value if the test value is positive. The arithmetic average of the answer is greater than the neutral and vice versa. the overall result for all fields is shown in Table (III):

TABLE VI. T- Test results and Analysis of all paragraphs of strategic leadership skills

Paragraph	Arithmetic Mean	Relative Arithmetic Mean	Test value	Probability Value (Sig.)
Self Skills	3.63	72.64	10.24	0.000
Technical Skills	3.54	70.88	8.77	0.000
Intellectual Skills	3.54	70.85	8.77	0.000
Managerial Skills	3.58	71.63	9.26	0.000
Strategic Leadership Skills	3.58	71.55	10.3	0.000

H. Testing the Secondhypothesis of the study

The Second main hypothesis: There were no statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the responses of respondents on the relationship of strategic leadership skills in the municipalities in Gaza governorates due to variables (gender, the location of municipality, age , qualification, years of service, job title). This main hypothesis spans the following sub hypotheses that are:

1) There is no difference at the level of ($\alpha \leq 0.05$) in the level of the availability of skills in the strategic leadership in the municipalities in Gaza governorates due to gender. The results of the T- Test for this sub hypothesis is shown in Table (VII):

TABLE VII. T- Test results for second hypothesis according to gender

Field	Averages		Test value	Probability Value (Sig.)
	Male	Female		
Self Skills	3.65	3.51	0.674	0.501
Technical Skills	3.54	3.56	-0.112	0.911
Intellectual Skills	3.54	3.54	0.029	0.977
Managerial Skills	3.58	3.56	0.141	0.888
Strategic Leadership Skills	3.58	3.54	0.229	0.819

2) There is no difference at the level of ($\alpha \leq 0.05$) in the level of availability of skills among the strategic leaders in the municipalities in Gaza governorates due to the municipalities in which the respondent works.The results of the T- Test for this sub hypothesis is shown in Table (VIII):

TABLE VIII. T- Test results for second hypothesis according to municipality of work

Field	Averages					Test value	Probability Value (Sig.)
	Jabalia	Gaza	Deir-Elbalah	Khan-Younis	Rafah		
Self Skills	3.76	3.72	3.65	3.51	3.34	1.326	0.262
Technical Skills	3.69	3.63	3.46	3.33	3.38	1.127	0.345
Intellectual Skills	3.82	3.64	3.32	3.38	3.28	2.027	0.092
Managerial Skills	4.04	3.63	3.54	3.35	3.36	2.235	0.067
Strategic Leadership Skills	3.83	3.66	3.5	3.41	3.34	1.77	0.137

3) There is no difference at the level of ($\alpha \leq 0.05$) in the level of availability of skills among the strategic leaders in the municipalities in Gaza governorates due to the age.The results of the T- Test for this sub hypothesis is shown in Table (IX):

TABLE IX. T- Test results for second hypothesis according to Age

Field	Averages				Test value	Probability Value (Sig.)
	Less than 30 years	From 30 to less than 40 years	From 40-50 years old	More than 50 years		
Self Skills	3.83	3.39	3.89	3.53	4.444	0.005
Technical Skills	3.94	3.26	3.7	3.51	5.636	0.001
Intellectual Skills	3.84	3.35	3.73	3.38	3.826	0.011
Managerial Skills	3.9	3.36	3.79	3.41	4.596	0.004
Strategic Leadership Skills	3.88	3.34	3.78	3.46	5.437	0.001

4) There is no difference at the level of ($\alpha \leq 0.05$) in the level of availability of skills among the strategic leaders in the municipalities in Gaza governorates due to qualification.The results of the T- Test for this sub hypothesis is shown in Table (X):

TABLE X. T- Test results for second hypothesis according to qualification

Field	Averages			Test value	Probability Value (Sig.)
	Diploma or Less	Bachelor	Postgraduate		
Self Skills	3.87	3.55	3.8	2.369	0.096
Technical Skills	3.88	3.49	3.45	2.913	0.057
Intellectual Skills	3.88	3.46	3.57	3.065	0.049
Managerial Skills	3.89	3.5	3.65	2.686	0.071
Strategic Leadership Skills	3.88	3.5	3.64	3.121	0.046

5) There is no difference at the level of ($\alpha \leq 0.05$) in the level of availability of skills in the strategic leadership in the municipalities in Gaza governorates due to the years of service.The results of the T- Test for this sub hypothesis is shown in Table (XI):

TABLE XI. T- Test results for second hypothesis according to years of service

Field	Averages				Test value	Probability Value (Sig.)
	Less than 5 years	5-10 Less than 10 years	Less than 15 years	More than 15 years		
Self Skills	3.7	3.59	3.81	3.51	1.27	0.286
Technical Skills	3.74	3.42	3.67	3.46	1.369	0.254
Intellectual Skills	3.68	3.47	3.66	3.46	0.832	0.478
Managerial Skills	3.74	3.54	3.6	3.54	0.378	0.769
Strategic Leadership Skills	3.71	3.51	3.69	3.49	0.994	0.397

6) There is no difference at the level of ($\alpha \leq 0.05$) in the level of availability of skills among the strategic leaders in the municipalities in Gaza governorates due to the job title.The results of the T- Test for this sub hypothesis is shown in Table (XII):

TABLE XII. T- Test results for second hypothesis according to job title

Field	Averages				Test value	Probability Value (Sig.)
	Deputy/ General Director	Department Manager	Deputy Department Manager	Head of Division		
Self Skills	3.93	3.86	3.74	3.51	2.496	0.061
Technical Skills	3.81	3.71	3.71	3.43	1.932	0.126
Intellectual Skills	4.02	3.79	3.56	3.41	3.785	0.011
Managerial Skills	3.97	3.78	3.67	3.46	2.661	0.049
Strategic Leadership Skills	3.94	3.8	3.67	3.45	3.322	0.021

V. RESULTS AND RECOMMEDATIONS

Results

- There is a high degree of approval of the paragraphs of the field (self-skills) by members of the study society at a relative weight of 72.64%, which indicates that the leaders at the municipalities in the governorates of Gaza are: listen to the workers, make decisions without hesitation, balance between the firm and the soft when dealing with workers, deal with the media skillfully, use the appropriate means of communication to convey ideas and information to others, have the ability to innovate to meet the expected situations, enjoy good relations with others in the workplace (supervisors, colleagues, subordinates), analyze situations accurately.
- There is a high degree of approval of the paragraphs of the field (Technical-skills) by members of the study society at a relative weight of 70.88%, which indicates that the leaders at the municipalities in the governorates of Gaza are: select members who have skills to accomplish the task of the team, set strategies to address the expected problems, help the workers to develop themselves, perform the work according to priorities and importance in difficult situations, apply modern methods to face unexpected situations, distribute the responsibilities for employees in accordance with a clear organizational structure, involve the members in organizing the work and analyzing functions, encourage the workers to give ideas and proposals without hesitation.
- There is a high degree of approval of the paragraphs of the field (Intellectual-skills) by members of the study society at a relative weight of 70.85%, which indicates that the leaders at the municipalities in the governorates of Gaza are: identify the problems facing the workers, develop plans with the participation of employees, identify the information required for a particular decision, have the ability to think creatively, invest feedback from others, careful in judgment, can perceive the situation as an integrated unit, and present ideas in a logical scientific way.
- There is a high degree of approval of the paragraphs of the field (Managerial-skills) by members of the study society at a relative weight of 71.63%, which indicates that the leaders at the municipalities in the governorates of Gaza are: have the ability to clearly define business objectives, are masters in the official correspondence, motivate employees to improve performance, determine the material and human resources necessary to achieve the objectives work, coordinate between different departments and avoid overlap of jurisdiction, collect all possible data and information about the problems of the work, develop strategic plans for action, manage his time efficiently and effectively. Also, The master plan of the municipality is translated into detailed plans and executive work programs.
- There were no statistically significant differences at the level of ($\alpha \leq 0.05$) between the mean responses of respondents on the skills of strategic leadership in the municipalities in Gaza governorates due to the variables (gender, the municipality in which the respondent operates, years of service, job title). Except for the variable age differences were in favor of individuals of age under 30 years of age, the variable scientific qualification in favor of those who qualified for a scientific diploma average or less.

Recommendations

- In the light of the results of the study, several recommendations can contribute to activate the role of strategic leadership in municipalities that are:
- For self-skills, leaders need to develop clear perceptions to deal with external opportunities and threats, have the ability to take initiative and take decisions in the light of these perceptions, which leads to the consolidation of positive internal and external relations.
- For intellectual skills, leadership should be encouraged to follow the results-based leadership rather than the command-based leadership and thus balance the attention to the oversight and autonomy necessary to perform the work that allows staff to deal more effectively.
- For technical skills, leadership should try to take advantage of the distinctive factors in the institution so must be paid attention to this while allowing the existing distinguished cadres to innovate and invest in finding solutions to contain crises, And prepare them as leaders for the future.
- For managerial skills, the leadership should take advantage of the previous mistakes and give priority to continuous improvement at the expense of stability and rigidity in following the administrative procedures and rules, giving the

necessary flexibility to deal with the dynamic environment and the rapid changes that surround the Authority. The experience gained by other institutions should also be taken into account, providing a better perception of readiness and coping with risks and potential crises.

- Exchange of international expertise to benefit from them in the field of development of leadership skills, by activating the external scholarship of leaders in the local bodies of the developed countries.
- Develop the material and moral incentives that motivate leaders in municipalities to acquire strategic leadership skills and use them to find solutions to problems.
- Increased attention to the development and organization of sustainable strategic leadership courses and training programs.

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