FACTORS AFFECTING PUBLIC POLICY IMPLEMENTATION IN PALESTINE DURING COVID-19 PANDEMIC

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Public policy is seen as a fundamental requirement for development and competence in public-sector organisations. The effort to stop the spread of the COVID-19 epidemic, on the other hand, highlights the critical role that governments play in numerous policy areas, including public health. Furthermore, governance arenas aid in explaining the policy and governance choices made by different governments in their fight against the COVID-19 pandemic, public policy and the need to understand the reasons for observed differences in governance responses to the pandemic in different countries and jurisdictions, the paper demonstrates how examination of a, institutional, and strategic factors operating in policy and factors include elite panic and limited government attention span When elected officials encounter significant uncertainty, strategic variables include political concerns underpinning policy and governance decisions. Focusing on these characteristics and spaces aids state-centric governance theory in producing explanations rather than describing policy-making processes.

Concepts for international development may be ambiguous and too ambitious at times, and they seldom take into consideration a country's unique circumstances, especially those of poor nations. According to the Worldwide Governance Report, the state of Palestine has low governance quality. The purpose of this study is to get a better understanding of the role of good governance in the Palestinian public sector.

Another goal of this research is to look at the impact of transformational leadership styles in mediating the link between good governance and public policy execution. The research examined the findings acquired by combining the results of many investigations and presenting the final conclusions in a simpler way by evaluating various literatures and peer-reviewed papers.

Found the conflicting interests in the formulation and implementation of public policy in dealing with COVID-19 Public policies are developed, debated, and other good governance norms are followed. Furthermore, such a long-term strategy may be critical to enhancing the impact of large public participation in reducing the spread of COVID-19. The results of this research are not only valuable in combating the present epidemic, but also have long-term implications for dealing with future pandemics.

Keywords: Transformational Leadership, Good Governance management , Public Policy Implementation, COVID-19 pandemics and Palestine

1. INTRODUCTION

Countries and governments everywhere including Palestine are facing significant obstacles for government failure and adopting 'good' public policies. In Palestine the present condition of public policy implantation and good governance are not satisfactory. There are many challenges stimulate as barriers for it (Fawzi, 2018), describe Palestine as a country with particular situation because of being located under the Israel occupation, which create many complications regarding development, formulating and implementing the public polices, increased public policy and instability in public and private institutions. Furthermore, the growing pressure from Israel's occupation has had a negative impact on the Palestinian economy and livelihoods, as has the Gaza Strip's extended siege (Atelhe and Akande 2018). This has imposed enormous expenses on the Palestinian economic and commerce sectors, drastically reducing development potential. In Gaza, about 410,000 households are living in abysmal poverty, with nearly 80% of Palestinians relying on humanitarian aid for survival, with no access to

education, health, clothes, or housing (Botterill, & Fenna, 2019).

According to the Palestinian Central Bureau of Statistics (PCBS), the unemployment rate in Gaza grew by 3.6 percent in the second quarter of 2020 over the previous quarter, and by 2.4 percent over the second quarter of 2019, to 49.1 percent.

The Human Development Index (HDI) of 188 nations was described in the Human Development Report (2016). The HDI value for Palestine in 2015 was 0.684, placing it 107th out of 188 countries in the medium human development category. According to the Worldwide Governance Report (2017), the state of Palestine has weak governance, and its level in Political Stability (which goes from 0 to 100) was low According to the Worldwide Governance Report (2017), the state of Palestine has weak governance, with a low rank of 5 in Political stability and a score of 16 in Voice and Accountability (on a scale of 0 to 100) (Ahmed, & Dantata, 2016). Government efficacy was ranked 29th, regulatory quality was ranked 55th, rule of law was ranked 43rd, and corruption control was ranked 52nd. Previous numbers come from Gaza strip indicate that we are facing a serious failure in the governmental system, caused by external and internal challenges, which makes most of public policies beclouded with politics and implementation bottlenecks. On top of the external challenges lies the Israeli occupation which has deep effect on policy-making process that are made on a more ad-hoc and on-going basis causes many complicated problems makes this even more beclouded like the absence of independence system (Signé, 2017). This is the main external reason, but we need to explore in depth the internal challenges that the public sector faces such as the public leadership failure, public policy process and the absence of good governance in the governmental system. In more detail, it seems that the Public policy formulation process is not in sync with public policy implementation process, which create a gap between policy and action.

However, though the strip enjoyed a few targeted successes in some fields such as security. In the strip, public policies are part of Cabinet of Ministers which hold the responsibility of planning, coordinating and directing of regions Development Plans. But when we want to evaluate overall Gaza's government policies, we will find that it had little impact and failed to deliver an appropriate success.

Because of the complexity and size of the public sector in Gaza, people in charge (public leaders) and those in charge of governance (public governance) must have a deeper grasp of public policy ideas than that which has been attributed to them. In this regard, good governance principles are said to have accounted for a significant portion of key phenomena that have a direct influence on and serve as an important supporter of the execution of public policies and significant development throughout the world.

As a result, in the progressive state, strong public governance is a requirement for successful policy execution. In this context, public policy implementation skills are required (Dialoke, Ukah, & Maduagwuna, 2017). In this sense, public policy implementation skills are essential not only for effective public leadership and good governance, but also for successful policy implementation and long-term growth.

Historically, Good governance hinges on how effectively bureaucracy can accomplish the public policy intents (Ravselj, & Hodzic, 2020). It also defined by several authors and institutions. As "the exercise of authority by governments on behalf of citizens" (Andrews, 2013). Governance is useful if the government achieves its aims by creating conditions that enable seniors and executives to implement the public policies .

The function of leadership is one of the most important variables influencing public policy execution and government failure or success. Individuals are motivated to attain their objectives by leaders (Northouse, 2015). Evidence suggests that leaders have a significant role in governance, and that good leadership leads to effective government. Studies have defined leadership as consisting of four main elements; leadership arises within groups, leadership is a process, leadership involves mutual aims, and leadership includes influence (Morisson, & Doussineau, 2019).

Previous research and theses on public policy theories have sought to explain the causes for the public policy formulation-implementation gap, but this study will focus on the impact of excellent governance and transformational leadership on policy implementation, resulting in a conceptual gap. At the time where many studies discussed the influence of good governance, leadership and public policy -separately- on Palestinian public sector, this study will try to discuss the relationship between all of these components together, and investigate the influences.

This conceptual and contextual gaps as the study focused on governance and policy implementation. The trend informed the most important principles of good governance that suite the nature of Palestinian

government in Gaza Strip, which is described as wars and conflicts area. Public system in Gaza also faces many obstacles that affect negatively on public policy process and threatens the development. In this regard, this study will investigate the mediator effect of transformational leadership on the relationship between good governance and public policy that are adopted by various academic institutions, international organizations and researchers with the public policy implementation in Gaza strip.

2. VARIABLES ADOPTED IN THE STUDY

2.1 Public Policy Implementation In Palestine

Certainly, setting a vision for the form of the relationship between public policy and governance and building a regulatory framework for their contributes to the civilization and administrative development. public policy, as it is known, is created by the government or by institutions affiliated with the government for the development of the state in most cases (Florina, 2017). It cannot be made in one day, but is dealt with at different levels at different times. On the importance of civil society, the form of its participation in public policy-making and the level of participation in its implementation in the State of Palestine, the Report of the Office of the European Union Representative, 2019 explained that, In Palestine, civil society is supposed to take a more active role in politics, engage in policy creation, and provide a private purpose. In monitoring and analyzing the Palestinian Authority's implementation of laws and policies. Although there are methods for civil society groups to participate in national planning processes (such as seminars, consultations, and meetings), civil society deems them "superficial," since their effect on policy, legislation, and budget formation is limited and moderate.

The political division between the West Bank, which is dominated by Fatah, and the Gaza Strip, which is ruled by Hamas as the de facto authority, contributed to the weak participation of civil society institutions in the process of developing and implementing public policies, according to the report, which added to the burden on the civil society sector. Authorities may take punitive action against civil society organizations connected with one political movement or another (Alsaleh, Abdul-Rahim, & Abdulwakil, 2021).

The study also stated that the State of Palestine must guarantee that fair, sustainable social development and prosperity are at the forefront of the National Policy Agenda (NPA) 2017-2022, and that economic progress is impossible without social development. Furthermore, the emphasis must be on increasing the quality of public services, particularly in the areas of education and health. It is necessary to increase the quality of these services and, as a result, standardize them. To assist close gaps in health care delivery in Palestine, international players and the Palestinian Authority should invest in medical education. They should also invest in ongoing teacher training to increase educational quality.

Implementation difficulties are the most pressing concerns in Palestine at the present. Currently, the government is working on compiling a policy with a range of initiatives to enhance the likelihood of Good Governance implementation within the community in order to promote prosperity (Muhammad, 2014). The large number of policies published but not implemented demonstrates the necessity for a suitable tool to handle it. Different laws, such as fines and penalties, have not shown to be successful in enhancing the implementation of Good Governance for the people. Furthermore, the majority of the State of Palestine's reform agenda is covered by the National Development Plan (NDP) 2021-2023. As shown in table 2.1, this pillar will be implemented through nine national priorities and national policies for sustainable development.

Table 2.1. National Development Plan (NDP) 2021-2023

National Policy	Policy Interventions
Community and national security, public safety, and the rule of law are all priorities.	Measures to improve neighborhood security and public safety should be implemented. Enhance disaster response and crisis management capabilities. Improve the security sector's governance, build institutional capacity, and make effective use of resources in Palestine.
Meeting Our Communities' Basic Needs.	Improve the community's access to safe drinking water and sanitation. Increase the number of people in the community who have access to dependable electricity. Increase the use of public transit and the safety of the roads. Support housing that is both cheap and safe. Ascertain food security.
Adapting to Climate Change and Ensuring a Sustainable Environment.	Pollution and greenhouse gas emissions must be reduced and efficiently controlled. Increase the amount of solid waste management and recycling. Increase the amount of wastewater that is managed, treated, and reused. Natural resources are managed, protected, and promoted for long-term usage and conservation (land, water and energy). Maintain Palestine's natural beauty (conserve biodiversity, establish nature preserves and expand green spaces). Increase energy efficiency and renewable energy dependence.
Agriculture Revitalization and Rural Community Strengthening.	Develop value chains and increase agricultural plant and livestock output. Farmers should be protected and supported, especially in places where they are under attack.
Preserving Our Cultural Heritage and National Identity.	Encourage cultural output and creativity. Implement cultural preservation and development activities in Palestine. Traditional handicrafts should be developed. Encourage people to visit Palestine as a tourism destination.
Cluster Development and Economic Disengagement from the Occupation.	Cluster Development as the Foundation for Palestine's Future Economy Creating Good Job Opportunities for Everyone Improving the business climate in Palestine. Promoting the Palestinian economy.
Rule of Law and Social Justice.	Getting Out of Multidimensional Poverty Increasing the effectiveness of social safety nets. Improving Justice Access. Women's Empowerment and Gender Equality Empowerment of young people.
Resilient Communities: Inclusive, High-Quality Education for All	Improving Pre-School and Early Childhood Education. Improving Student Retention and Enrollment
Inclusive, High-Quality Health Care for All	Children's well-being is promoted. Increasing the quality of primary and secondary education.

Resilient Communities	Improving the Transition from Education to Workplace.
	Providing Everyone with Access to High-Quality Health-Care Services
	Improving the health and well-being of citizens.
	Community security, public safety, and the rule of law are all priorities.
	Meeting Our Communities' Most Basic Needs
	Ensure a Long-Term Environment
	Agriculture Rejuvenation and Rural Community Strengthening
	Using the Palestinian Narrative to Preserve Our National Identity and Cultural Heritage

Source: Ibrahim, (2020).
The absence of synergy between the government, the business sector, and civil society in the management of natural resources, social, environmental, and economic issues is one of the reasons for the failure to effectively execute Good Governance.

2.2 Good Governance And Public Sector in the study

It's important to grasp the global and regional background before diving into the public-sector issues in South Africa. The public sector's efficiency and effectiveness is a worldwide issue, and governance plays a key role. Governance is a worldwide issue, according to the World Bank, and it lies at the heart of governments' objectives throughout the world (Alqooti, 2020).

"Transnational criminal activity, corruption, the illicit trade in natural resources, the laundering of proceeds of crime and tax evasion, and the impact on governance and developmental results in the developing world" are just a few of the concerns (Pesme 2019). Keping, (2018) goes on to say that "at the international level, the strong impetus on governance, anti-corruption, and transparency has substantially increased," with civil society, developing nations, and organisations like the G8 and G20 driving this. According to the International Development Association (IDA) (2019), there is widespread skepticism in government institutions, which may arise in part from the fact that corruption and maladministration cost the global economy more than a trillion dollars each year. Maladministration might be a factor in municipalities' inability to meet audit goals. Governance is not the same as government, according to Abas, (2019). In a public policy issue where the crux of the matter centers on "governance" getting implicitly characterized as a problem of "government," this conflation of terms might have unintended effects with the implication that it is the government's responsibility to "repair" it (Sekautu, 2015). Furthermore, Governments, in general, and local governments in particular, have historically fulfilled three key goals, according to Elmasry, and Bakri,

(2019): preserving law and order, providing public goods and services, and fostering equality. Furthermore, the Good Governance Learning Network (GGLN) defines good governance as a process through which public institutions manage public resources, conduct public affairs, and ensure the achievement of human rights.
1. In the public sector, effective governance ensures that all entities operate in the public interest at all times.
2. Acting in the public interest necessitates: A. a strong commitment to honesty, ethical principles, and the rule of law; and B. transparency and broad stakeholder participation.
3. In addition to acting in the public interest, sound governance in the public sector necessitates:
   ➢ Determining the actions necessary to optimize the achievement of intended goals; and Defining results in terms of long-term economic, social, and environmental advantages.
   ➢ Increasing the entity's capacity, as well as the capability of its leadership and individual members;
   ➢ Risks and performance are managed by effective internal control and public financial management; and
   ➢ Implementing appropriate transparency and reporting procedures to provide effective accountability.

The relationship between the various principles of good governance in the public sector is depicted in Figure 1.1.
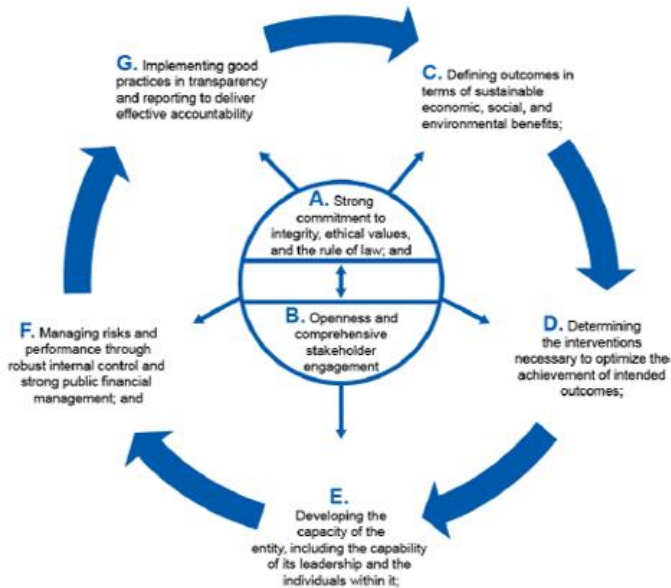
Figure 1.1 Principles for Good Governance In Public Sector
Source: Wardhani, Rossieta, and Martani, 2017.

2.3 Good Governance In Palestine

In the lack of a functional parliament, holding people in power accountable (the "watchdog" duty) is especially vital in Palestine (the Palestinian Legislative Council has not been functioning since 2007 and was dissolved by the President following a decision of the Constitutional Court in December 2018). Participation of civil society in budgeting procedures (analysis, suggestions, monitoring, and tracking of public income and expenditures) is still relatively restricted, with very minor improvement made in recent years. Because of the political divide between the West Bank and Gaza Strip, CSOs have been hesitant to have an active part in the formulation and monitoring of public policy in some situations.

After the Palestinian Authority was established in 1994, a governmental structure began to emerge, which began to play a larger role in the supervision of basic and essential services. As a result, CSOs' position as service providers has dwindled. They are increasingly expected to participate as policy actors, contributing to policy development, monitoring government activities, and pushing for improved public services and citizen rights. These twin responsibilities as a service provider and a policy maker have not always been carried out to their full potential. In this context, CSO-managed resources are usually seen as "eluding" public control and limiting the function of government. CSOs continue

to play an important role in areas outside of PA authority, particularly in Area C and East Jerusalem. The Palestinian government began a participatory development planning process in 2016 to determine national development goals for the years 2017-2022. The Council of Ministers approved the National Policy Agenda: Putting Citizens First (NPA), which defines three pillars that will guide the government's strategic orientation over the next six years: Path to Independence, Government Reform, and Sustainable Development (Van Assche,, Beunen, & Duineveld, 2017). Key national goals and sector-based policy initiatives are embedded in each of these three pillars, with the goal of improving the Palestinian people's quality of life while continuing to pursue Statehood - the NPA sees both routes as mutually reinforcing.

2.4 Mediating Role Transformational Leadership

Top, Akdere, and Tarcan (2015) define transformational leadership as the process of moving organizations and their people "from their current condition to a better one that is consistent with organizational vision, purpose, and goals." Transformational leadership, according to Top et al. (2015), is a process through which an individual develops relationships with others with the goal of encouraging and motivating "motivation and morality in both the leader and the follower." Transformational leadership, according to Ashikali and Groeneveld (2015), is "a charismatic inspiring style focused at harmonizing the aims of the team and its members, and with the potential to change the organizational culture." According to Top et al. (2015), transformational leadership is characterized by a number of important behaviors. "Identifying and expressing a vision, offering a suitable model, promoting acceptance of group goals, high-performance expectations, giving individualized assistance, and intellectual stimulation" are just a few of them (Top et al. 2015).

Transformational leadership is a popular topic in the leadership world, with Meuser, Gardner, Dinh, Hu, Liden, and Lord claiming that it has "captured the greatest attention among leadership theories from scholars for decades (Meuser, Gardner, Dinh, Hu, Liden, & Lord 2016). Transformational leadership theory is presently the most prominent leadership theory within the leadership discourse, according to some researchers (McCleskey 2014; Asmal, 2019). Burns proposed transformational leadership theory in 1978 as a leadership style that contrasted transactional leadership methods (McCleskey 2014). Transformational

leadership is based on the idea that a leader's actions may transform or influence followers to modify their behavior in a good way inside an organization. According to McCleskey (2014), the transformational leader "convinced his followers to transcend their self-interest for the sake of the organization by elevating the followers' level of need on Maslow's (1954) hierarchy from lower-level concerns for safety and security to higher-level needs for achievement and self-actualization." However, Bass (1985) added four components to the transformational leadership paradigm (McCleskey 2014). The "four-concept component model," which is generally referred to as the "idealized influence, inspiring motivation, intellectual stimulation, and personalised consideration" (Morisson, & Doussineau, 2019), dominates the literature on transformational leadership (Morisson, & Doussineau, 2019).

According to Bass and Avolio (1994), "full range leadership theory" distinguishes three styles of Based on eight characteristics, there are three types of leadership: transformative, transactional, and laissez-faire. Four are transformative (idealized influence "charisma," inspiring motivation, intellectual stimulation, and customized consideration), three are transactional (management by exception active, passive, and contingent compensation), and one is laissez-faire. The aspects of leadership style covered in the full range leadership theory are depicted in Figure 1.2.
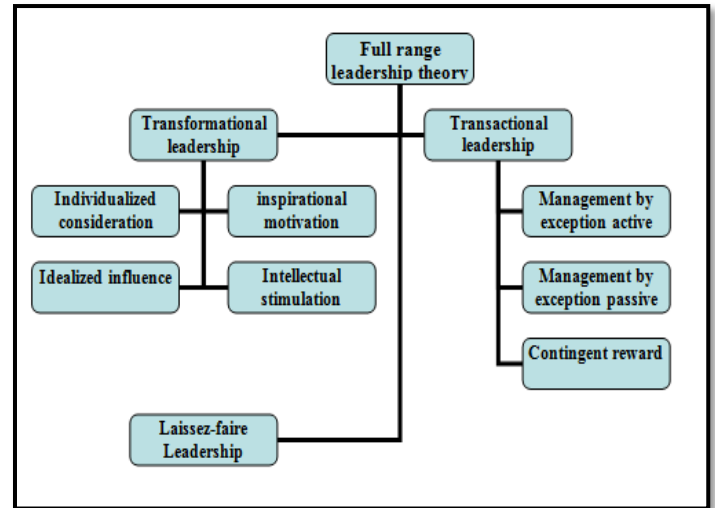

Figure 0.2: Full range leadership theory.
source: Bass and Avolio (1994).

Transformation is described by Silins (1994) and Hu (2001) as a connection of organizational strategy and psychological factors that might lead to total organizational change. TFL has been characterized as a leadership style that aims to "motivate and inspire followers to reach higher-order goals through transforming followers' attitudes, beliefs, values, and behaviors" (Tse, & Ashkanasy). Bass (1985) claimed that leaders may persuade their followers to appreciate and value their job, and to think that organizational goals are more important than personal interests. Furthermore, leaders may help followers meet their psychological requirements, which drives them to stay committed to the group (Jiang, 2002).

Adopting transformational leadership styles and practices becomes critical in the context of public leadership to effect required changes that will lead to the success of the public sector (Asmal, 2019). Furthermore, we will rely on Chi, Yu, and Yeh (2011) to develop a four-dimensional framework of transformational leadership in this study.

The four I's of transformational leadership are depicted in Figure 1.3 below, courtesy of the Human Capital Leadership Institute.
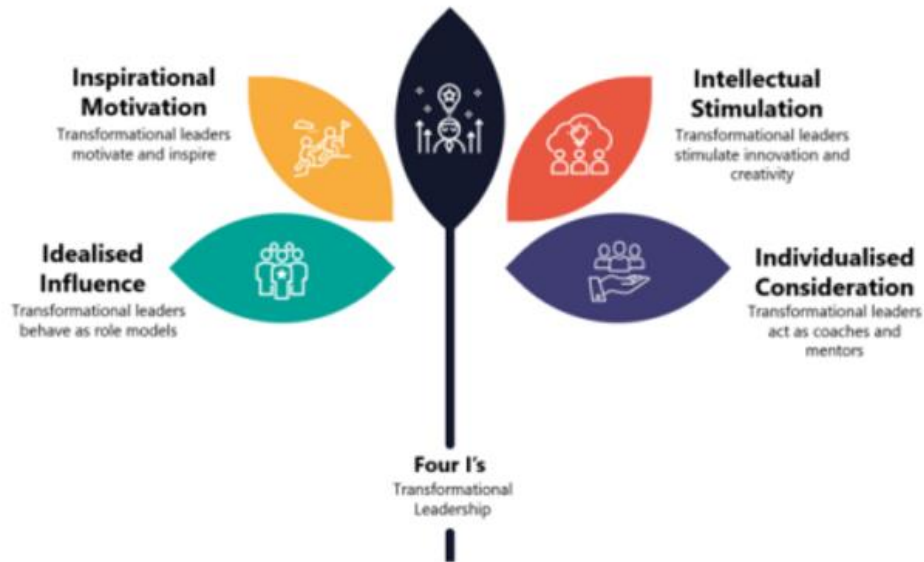
Figure 1.3: Four I's of Transformational Leadership·
Source: Beek (2020).

In summary, the above are the dimensions of transformational leadership based on focused and validated research on the construct. The research provided reflective items in the transformational leadership trajectories.

3. RESEARCH METHODOLOGY

One is ready to establish a theoretical structure after completing the literature survey. According to Sekaran, and Bougie, (2011), a theoretical framework is a philosophical model of how one theorizes or makes logical sense of the links between numerous elements that have been identified as important to them. Logically, this hypothesis stems from the documentation of past studies in the field. Integrating one-four rational beliefs with published science, taking into account the parameters and limitations that control the case, is critical in creating a rational framework for research inquiry. In short, the theoretical structure addresses the interrelationships between the factors assumed to be integral to the dynamics of the examined case. Developing such a logical structure allows one to postulate or hypothesize and evaluate interactions with thereby enhancing our interpretation of the situation's dynamics. This has been noted after a study of the literature. The literature is reviewed, and it is determined that some external elements may be understood via the execution of public policy. Furthermore, in the public sector, promoting good governance means that leaders must be transparent in interpersonal communication, accountable for any action taken in managing conflict within the organization, efficient in working both as individuals and as a team, efficient in performing tasks that meet the goals and lead to the ministry vision, promote values among their employees, and behaving in a manner that is consistent with their values. These important elements of effective governance influence employee performance and indicate the degree of policy implementation. Furthermore, the current study's theoretical framework included five independent variables, which were the five characteristics of good governance (effectiveness, promotion of values, transparency, capacity building and accountability). The execution of public policy was the dependent variable. Transformational leadership tempered the connection between the former and the latter. Furthermore, the sub-sections that follow explain how to create research hypotheses and conceptual models based on past literature to explore relationships in order to fulfill the study's aims and answer its questions. Theoretical and empirical research on using the scrum paradigm for risk management is examined in this paper. This is accomplished within the context of an integrative framework, as seen in Figure 1.4.
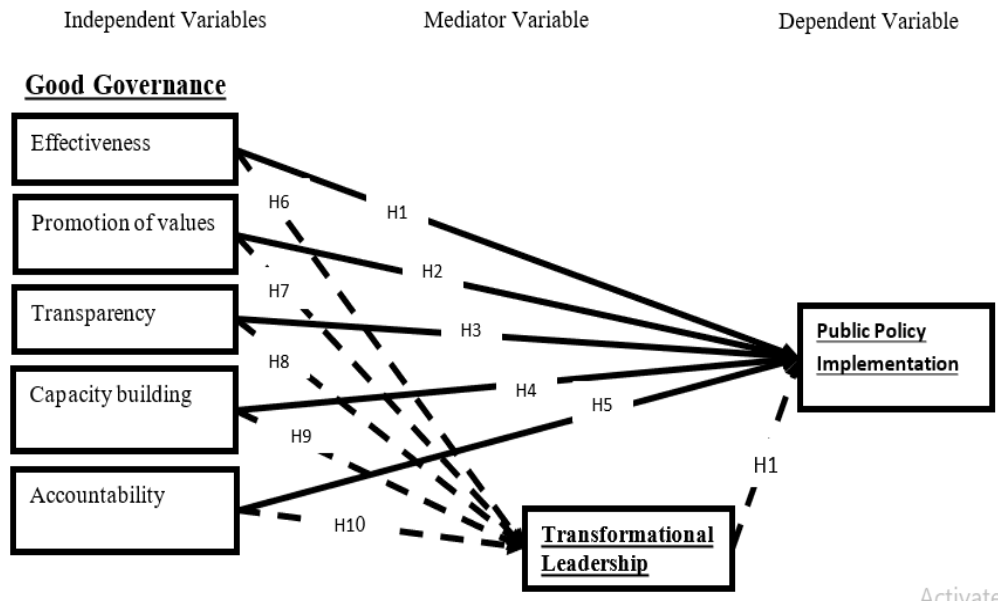
H2:

Figure. 1.4 Conceptual Research Framework

Based on past research, as well as recent literature reviews and other findings. Using past research, investigate the relationships in order to meet the study's objectives and answer its questions. Theoretical research on public policy implementation is reviewed in our research study. This is done so in the context of an integrative framework, shown in Figure. 1.4 that examines the relationships resulted from using the scrum model. According to the previous literature reviews and other findings, the hypothesis is proposed:

H1: There is a relationship between Good Governance and public policy in the public sector in Gaza Strip.

H1a: Effectiveness has an influence on public policy implementation in the public sector in Gaza Strip.

H1b: Promotion of values has an influence on public policy implementation in the public sector in Gaza Strip.

H1c: Transparency has an influence on public policy implementation the public sector in Gaza Strip.

H1d: Capacity building has an influence on public policy implementation the public sector in Gaza Strip.

H1e: Accountability has an influence on public policy implementation in the public sector in Gaza Strip.

Transformational leadership mediating role the relationship between good governance and public policy implementation.

H2a: Transformational leadership mediates the relationship between Effectiveness on public policy implementation in the public sector in Gaza Strip.

H2b: Transformational leadership mediates the relationship between Promotion of values on public policy implementation in the public sector in Gaza Strip.

H2c: Transformational leadership mediates the relationship between Transparency on public policy implementation in the public sector in Gaza Strip

H2d: Transformational leadership mediates the relationship between Capacity building on public policy implementation in the public sector in Gaza Strip.

H2e: Transformational leadership mediates the relationship between Accountability on public policy implementation in the public sector in Gaza Strip.

H3. Transformational leadership has an influence on public policy implementation in the public sector in Gaza Strip.

4. FURTHER STUDIES AND DESICCATION

Future research may consider concentrating just on to test the proposed conceptual model and

evaluation of leadership style and study development the state of public policy implementation and exceptionally to be the contextual investigation for small-scale. public sector in Gaza Strip discuss the management based on a concerned business scale and the influence of IT success. The methodology design validity, data will be collected by mixed-method or quantitative research. Furthermore, this study's conceptual model was tested in a developing nation, and transformational leadership was found to be successful in two approaches to good governance and public policy execution in the Gaza Strip's public sector. Transformational leaders may also aid in the development of various talents and the selection of the most appropriate method to public policy execution. The study looked at the benefits of transformational leadership for practitioners and offered a model that might be used in a developing country. As a result, the conceptual model of this study may be applicable to the majority of public-sector organizations, particularly in developing nations. Also, the general managers should learn and practice different transformational leadership behaviors, since previous studies found that transformational leadership is most effective in the public sector (Moynihan et al., 2013; Mohamad et al., 2014). This is beneficial for leaders to overcome the conflicts and as a result organisational success, since if they do not manage efficiently, it may lead to failures.

The enforcement of public policies in dealing with COVID-19, government laws surrounding public health crises, or management of financial policies in dealing with COVID-19 and others shall not be in violation of the constitution. The resulting public policies must not violate people's basic rights in order to ensure the sustainability of everyday life, creating a public policy conundrum. As a result, the process of developing public policies is relates to the public sector. Starting with the formulation, implementation, and assessment phases, policy creation is hampered by a lack of open and logical public policy concepts, as well as restricted facilities, infrastructure, and human resource capacity in the public sector. Furthermore, it is equally essential for general managers to be specialists in their domains and to understand how to play a part in a team as a team in order to prevent organisational failures and to make a difference in their actions. However, the study has the following practical and managerial consequences in terms of determining the links between transformative leadership, good governance, and public policy execution.

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