

# Performance Reality of Administrative Staff in Palestinian Universities

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**Abstract:** *The aim of this study was to identify the performance of the administrative staff in the Palestinian universities in Gaza Strip. The researchers used the analytical descriptive method through a questionnaire distributed randomly to the sample of 320 administrative staff from the three universities. The response rate was (81.87%).*

*The study reached a number of results, the most important of which is that there is a high level of performance from the point of view of the administrative staff, as the percentage reached (81.51%). The results showed that there were no differences in the perception of the employees according to the variables "age, years of service, job level (manager, head of department, administrative officer), place of work". The results showed that there are differences in the perception of employees to perform the function depending on the university variable, where the results indicated that there are statistically significant differences between the Islamic University and Al-Aqsa University in the job performance in favor of the Islamic University.*

*The study reached a number of recommendations, the most important of which is that the managements of the three Palestinian universities in Gaza Strip should give special attention to job performance in general and Al-Aqsa University and Al-Azhar University in particular. The Employees of universities should have the opportunity to participate in decision-making. The Management of the three universities should keep interest in continuous improvement of the performance of their employees. Enhancing the periodic evaluation of the job performance, informing employees about their evaluations, and giving them the chance to express their opinion about it. Solving employees' problems and giving them the opportunity to contribute in solving their own problems. And the use of the staff rotation method periodically.*

**Keywords:** Job Performance, Administrative Staff, Palestinian Universities, Gaza Strip, Palestine.

## 1. INTRODUCTION

Performance occupies a special place within any organization, both private and public, as the ultimate outcome of all activities. At the level of the individual, organization or state, because the organization is more stable and longer lasting when the performance of its staff is distinct (Durra, 2003).

Performance is defined as an interaction of an employee's behavior, and that behavior is determined and its effort and ability interact. It is also known as the interaction between behavior and achievement or the total behavior and results achieved together with the tendency to highlight achievement or results, because of the difficulty of separating behavior on the one hand and achievement and results in the other (Al-Juwaidi, 2007). The performance of the employees plays an important role in determining and measuring the performance of the organization. Individuals and high performers have the ability to help the organization achieve its strategic objectives, thus achieving the competitive advantage of the organization and maintaining it (Al-Fayed, 2008).

Functionality occupies a special place within any civil society organization, considering the final outcome of all activities. At the level of the individual, the organization and the State, because the organization is more stable and longer-lasting, with the performance of its personnel distinct (Tomaka, 2001).

The process of performance measurement means identifying the level of performance in the light of criteria and indicators that have been pre-determined and practical reality proves in many cases that there are deviations allowed and there are deviations are not allowed and should therefore be studied and identify the causes and try to cure them. The Palestinian universities are one of the most important pillars of social and economic development. They play an important role in the development of human and material resources in Palestine for their ability to provide services to the individual and society. Therefore, measuring performance and identifying its level in universities Educational institutions are an essential and indispensable subject especially in light of the rapid developments in the dynamic environment of universities.

## 2. THE GENERAL FRAMEWORK OF THE STUDY

### 2.1 PROBLEM STATEMENT

The identification of the factors that affect the performance of employees in the institution in a positive or negative is the responsibility of officials in the management of any institution and the neglect of recognition or seek to improve the characteristics of the institution that distinguish them from others is one of the causes of management problems, and through the survey researchers concluded that There is a disparity in the performance of the staff in the Palestinian universities in the Gaza Strip, and there are many factors that

affect their performance. Therefore, this study aims to identify the most important factors affecting the performance of the study sample and the extent of performance Gaza Strip with demographic and functional characteristics in order to help direct the attention of the administrations of these universities to the importance of improving and addressing the negative aspects of the advancement of these universities and to face the obstacles faced by administrative and technical.

**Q1-** What is the level of performance prevailing in the Palestinian universities in the Gaza Strip?

## 2.2 RESEARCH OBJECTIVES

This study aims to achieve the following objectives:

1. Identify the most important factors affecting the performance of the study sample.
2. To determine the extent to which the level of performance of Palestinian university workers in the Gaza Strip is related to demographic characteristics (gender, age, qualification).
3. Identify the level of performance of Palestinian university workers in the Gaza Strip with functional characteristics (years of service, level of work, and place of work).
4. Providing suggestions and recommendations to help the management of Palestinian universities in the Gaza Strip and all managements working in the field of education helps to improve and improve the performance of employees.

## 2.3 RESEARCH IMPORTANCE

The importance of the study is shown by the benefit that will be given to:

1. In addition to this vital field of research, it is one of the important areas that dealt with the concept of human resources performance and its need for development at the present time as a result of the tremendous developments in different fields and facing the need of organizations of human competencies that help solve the problems they face in order to achieve their objectives.
2. That it dealt with an important subject of organizational behavior is the performance of universities.
3. Because universities are affected by the quality and effectiveness of their human resources, and an important part of these resources is administrative staff, so more attention should be paid to them so that they can achieve their goals and objectives.

## 2.4 RESEARCH HYPOTHESIS

**Ho 1:** There are no statistically significant differences in the opinions of the respondents on the level of performance of administrative staff due to the gender variable.

**Ho 2:** There are no statistically significant differences in the opinions of the respondents in the level of performance of administrative staff due to the variable age.

**Ho 3:** There are no statistically significant differences in the opinions of the sample members on the level of performance of administrative staff attributed to the variable of the scientific qualification.

**Ho 4:** There are no statistically significant differences in the opinions of the sample members on the level of performance of administrative staff due to variable years of service.

**Ho 5:** There are no statistically significant differences in the opinions of the respondents in the level of performance of administrative staff due to the variable of the functional level.

**Ho 6:** There are no statistically significant differences in the opinions of the sample members on the level of performance of administrative staff due to the variable of the place of work.

**Ho 7:** There are no statistically significant differences in the opinions of the sample members on the level of performance of administrative staff due to the university variable.

## 2.5 RESEARCH VARIABLES

- Independent Variable: Performance of Administrative Staff in Palestinian Universities in the Gaza Strip.
- **Demographic and organizational variables** (gender, age, academic qualification, years of service, job level, workplace, university).

## 2.6 RESEARCH LIMITS AND SCOPE

1. **Human Limit:** This study is limited to the responses of administrative staff.
2. **The institutional limit:** The study was conducted on the main universities in Gaza (Islamic, Al-Azhar, Islamic). There are many private universities that opened in the last few years in addition to Al-Quds Open University, which is a special case of universities.
3. **Time Limits:** This study was implemented at the beginning of 2018 and therefore represents the reality at this time.

## 2.7 TERMINOLOGY OF STUDY

### Functionality

The researchers' definitions of performance have varied. Andrewd defined performance as "an interaction of an employee's behavior, and that behavior is determined by the interaction of his effort and his ability." (Bajaber, 1994). Job performance is defined as "the net effect of an individual's efforts that begin with abilities and a perception of roles and tasks, which goes to the degree of achievement and completion of tasks for the individual's job" (Al-Louzi and Zahrani, 2012). Hilal defines job performance as the employee's performance of his duties and responsibilities assigned to him by the organization or the entity to which his job is linked, and the results achieved by the employee in the organization (Hilal, 1996). Heinz Haynes also defined performance as "the output achieved by an employee when doing any business" (Al-Madi, 1995). Performance is defined as objective functional behavior, not only as a result

of forces or pressures emanating from within the individual, but as a result of interaction and harmony between the individual internal forces and the external forces surrounding it (Hilal, 1996). Performance is therefore a result of the interaction of three main determinants: motivation, climate or the work environment, and the ability to accomplish work (Al-Shaikh, 2001).

**Procedural definition:** It is a deliberate effort and purposeful behavior of the individual in order to accomplish the tasks assigned to him, that is, the level of doing the work assigned to him based on the criteria specified for the performance of this work.

### 3. LITERATURE REVIEW

- Study of (Al-Louzi and Zahrani, 2012) aimed at identifying the factors affecting the performance of employees in the Emirate of Baha and determining the most influential in the performance of the job, as well as determining the impact of the difference of these factors according to the demographic factors of the workers (age, type of employment,). Using the comprehensive survey method. The study found a significant correlation between the independent variables combined (work environment, job communication, incentives, training, management leadership) and job performance, as well as the existence of a positive relation between a factor on one hand and job performance. The results also showed significant differences the results did not show significant differences in the effect of organizational factors on job performance due to social status and age. The study recommended the need to provide a working environment with standard specifications, and to activate the organizational communication, and the diversification of programs of incentives material and moral, because of their impact on the performance of the job.
- A study of (Bahr and Abu Swirih, 2010) aimed of the study was to identify the extent of statistical differences in the attitudes of workers towards the effect of the elements of the organizational climate on the functional performance due to the demographic characteristics of the members of the study society. The study was conducted using a questionnaire consisting of (80) items, which were distributed randomly to (215) employees and administrative staff of the university, and it was possible to collect 180 valid questionnaires for analysis. The study found that there is a positive organizational climate in the Islamic University and a strong positive relationship between the availability of a good organizational environment and the level of job performance of the Islamic University employees. There is a very good level of job performance for the employees of the Islamic University and there are no statistically significant differences in opinions of individuals the sample on the degree of influence of the elements of the organizational climate on the performance of the administrative staff is due to gender, age, scientific qualification and place of work.
- The study of (Bahr and Al-Ejla, 2010) aimed to identify the contribution of some organizational variables in the public sector institutions to improve the level of performance of managers. The study was based on the descriptive approach and the appropriate statistical tests were used in order to arrive at indications of value and indicators that support the objective of the study. It has reached the following results: The reality of the organizational variables in the ministries of the Gaza Strip does not contribute to improving the performance of managers, the performance of managers working in the ministries of the Gaza Strip is governed by controls that represent the standards of good performance, evaluation of the performance of ministries in the Gaza Strip is routinely without real benefit to the employee And the ministry together.
- Study of (Al-Msori, 2012) which aims to identify the effectiveness of the performance of the principals of the schools of the first part of basic education (primary) and according to the view of teachers and managers of these schools, as well as detect the significance of differences between the answers according to the nature of the variable work (management and teaching – i.e. between managers and teachers) Report on the effectiveness of the performance of school principals. In order to achieve the objectives of the study, the questionnaire was prepared to measure the performance of the school principals, which was verified and validated, and then distributed to a sample of the study population consisting of (35) managers and (175) teachers and teachers. The study found the following results: The diversity of the level of performance of the school principals for their functional tasks between weak performance, medium and high and according to the point of view of the sample members. There were no statistically significant differences at the level of (05.0) between the responses of principals and teachers (sample of the study), which indicates convergence of opinions about the nature of the performance of the managers of their tasks.
- A study (Olorunsola, 2012) which aimed to identify the level of functionality of administrative staff at the universities of southwestern Nigeria, as well as to ascertain whether the performance of the administrative staff function was related to social characteristics. In order to achieve the objectives of the study, the questionnaire was prepared to measure the performance of the job. It was then distributed to a sample of the study population consisting of (400) administrative staff. The study found that the performance of administrative staff was high. Moreover, there was no significant difference between the male and female administrative positions at universities. The study recommended that the university administration should encourage and

- motivate staff more than before, providing an enabling environment to support and enhance staff morale so that they can do their best to achieve educational goals. The study also recommended giving more opportunities for both males and females to motivate them by organizing workshops, seminars and conferences, both inside and outside Nigeria, where the pace at which employees work is sustainable and may improve.
- Study of (El Talla, 2017) aimed to investigate the relationship between the organizational variables and job performance at Gaza strip Universities, the organizational variables included: communication style, nature of work, the technology used. And it aimed to identify the extent of differences statistically significant in employees trends toward the reality of organizational variables attributed to some characteristics of the study population. The data has been collecting using a questionnaire consisting of (50) paragraphs. The questionnaire was distributed randomly to (320) employees of the administrative staff in Gaza strip universities; (262) employees responded, and the results showed the availability of a high degree of organizational variables in Gaza Universities, the order of variables were as follows: the technology used, the nature of work, and finally communication style, and it showed a high level of job performance, in addition the results showed a significant correlation between organizational variables and job performance, and there was existence of differences in the perception of the organizational variables depending on the university, for the benefit of the Islamic university, and differences between Al-Azhar University and Alaqsa University for the benefit of Al-Azhar University, as results showed no differences between the sample depending on the variables: the functional level and the workplace .
  - Study of (Alipoor et al., 2017) aimed at determining the impact of the organizational structure (structural aspects) on the performance of staff in private hospitals in Ahwaz. A questionnaire consisting of two parts was used to examine the structure of the organizational structure. The number of paragraphs was 24 and the performance was 15 paragraphs and distributed to 239 employees. The study found that the organizational structure (structural aspects) has a significant negative impact on the performance of employees in private hospitals in Ahwaz. This means that the more complex the level (vertical, horizontal and geographical) and the formal and organizational focus, the less work performance. The study recommended reviewing the organizational structure of these hospitals to achieve more flexibility while reducing the restrictions and laws imposed on employees. It also recommended reducing administrative levels and job titles in order to reduce the gap between senior management and operational management.

- The study of (Abdulrahamon et al.), which aims to determine the contribution of education and professional certificates of performance among financial accounting staff at the University of Nigeria. The questionnaire consisted of three axes, including job performance, normative and professional accounting, and the socio-demographic form, which were distributed to (284) employees. Three hypotheses were used using multiple regression and ANOVA analysis in one direction at p .00.05. The results showed that those with higher educational qualifications were higher than those with lower academic qualifications. The study also found significant results related to gender, age and years of experience. The higher the male sex, the higher the performance. But there was no effect for the variable years of experience. The study recommended the importance of continuing education for university staff to improve their job performance and continuous training as a way to improve the skills of individuals.

#### 4. THE THEORETICAL FRAMEWORK OF THE STUDY

Job performance is one of the most important topics that is of great interest to organizations and administrative thinkers. It is constantly looking for solutions to problems related to job performance and its causes, as it is the means to achieve the objectives of the organization. Design their organizational structures, engage their staff in policy and objectives development, and improve communication, in order to improve their performance. The subject of performance has raised the interest of researchers and practitioners in the field of management. Many researches and studies have been conducted around it, and they have been interested in defining the concept of performance and its components. This concept is accompanied by a mixture of other concepts.

The organizations are now looking at defining the concept of performance management as one of the most important duties of management and focused on research and application on trying to identify the reality of performance and knowledge of the factors that determine it and affect in order to identify the imbalance and work to correct it in order to achieve the required performance levels, since the performance of their management Is a reflection of individual performance within it (Al-Shanti, 2006).

##### **First: The concept of job performance:**

The concept of performance in the language refers to work, performance or performance, and performance is the act or activity that has been accomplished. Performance is the product of an effort made by an individual to accomplish a specific job. The job performance is intended to carry out the responsibilities of the job, (Al-Wathani, 1999).

The concept of performance is linked to both the behavior of the individual and the organization and occupies a special place within an organization as the ultimate outcome of the outcome of all activities at the individual, organization and state levels. Many researchers tend to distinguish between

behavior, achievement and performance and believe that behavior is what individuals do. Achievement is the effect that results after individuals stop working, while performance is the interaction between behavior and achievement, that is, it reflects the sum of work and results together (Dura and Al-Sabbagh, 1994).

**Second: Functional elements:**

Performance elements can be identified in the following points (Al-Sakran, 2004):

1. Knowledge of job requirements: Includes general knowledge, technical and professional skills, general background of the job and related fields.
2. Quality of work: It is the extent to which the individual is aware of his work, his desire, technical skills, skill and ability to organize, and to carry out work without mistakes.
3. The amount of work done: the amount of work an employee can accomplish in normal working conditions, and the speed of completion.
4. Perseverance and reliability: Include seriousness and dedication to work, and the ability of the employee to take responsibility for the work, and the completion of work in the specified time, and the extent of the employee's need for guidance and guidance by supervisors, and evaluate the results of his work.

**Third: Concept of job evaluation:**

Performance assessment is one of the key factors that lead to effective and efficient use of the workforce. It is intended to use a means to enable objective judgment on the extent to which employees contribute to the performance of the tasks entrusted to them. Based on this process, individuals are arranged according to their personal abilities, experiences and customs, thus contributing to the rationalization of decisions concerning individuals (Al-Kutbi, 2005).

In the view of some writers, the evaluation of the performance of the job is to obtain facts or specific data that will help to analyze, understand and evaluate the performance of the worker for his work and its course in a specific period of time, and to assess the extent of technical competence and practical and scientific to shoulder the responsibilities and duties related to his future work (Mansour, 1997).

A process that involves identifying actual performance levels in the light of pre-defined criteria and indicators (Jad Al-rab, 2010).

**Fourthly: Importance of job evaluation:**

The importance of evaluating job performance is increased by increasing awareness of what it can offer to the various administrative processes of planning, organization, training and employment in administrative organizations. The importance of evaluating performance can be highlighted in the following areas:

1. The assessment provides the correct vision for the direction of change, development and reorganization. The evaluation also provides the objective foundations by which individuals can be distinguished in their

performance, knowledge of the areas in which they improve creativity, and thus encourage and reward them with excellence. (Al-Mutairi And Al-Ali, 1996).

1. The evaluation is used as an enhancement of individual performance and motivation for further work and production, providing feedback on how progress is being made towards achieving the desired goals, and discovering aspects of work that need extra effort (Abdul Mauqod and others, 1981)
2. The importance of evaluation is determined by the fact that it is important to know the progress of individuals or the group towards achieving a goal. The success of an administrative organization or educational institution in achieving its objectives depends on the extent of the ability of the employees to improve and develop in achieving their goals (Nashwan, 1992).
3. Performance assessment serves important purposes for both heads and subordinates. Job evaluation itself is an assessment of the overall performance of the organization and reveals weaknesses and strengths in management functions in the areas of planning, organization, oversight, oversight and staffing. Through performance evaluation, the organization can review its policies Programs and procedures in the field of the use of human resources (Mansour, 1997).

**Fifth: Objectives of job evaluation:**

Performance evaluation seeks to achieve several objectives and benefits:

1. Provide decision makers with information on the level of performance of employees.
2. Proposing the necessary measures to improve the performance of employees through training within or outside the organization.
3. To judge the extent to which employees contribute to the achievement of the objectives of the Organization.
4. Proposing financial rewards and appropriate incentives for employees in light of the information available from the evaluation process.
5. Detect the capabilities of employees.
6. Planning the human resources of the organization.
7. To provide those responsible for the management of human resources with real information about the performance and conditions of employees.
8. The evaluation process represents a communication between employees and their supervisors that contributes to mutual understanding between the parties (Dura and Al-Sabbagh, 1994).

**Sixth: Job performance rates:**

The performance rates vary from one society to another, from one organization to another, influenced by the customs and traditions of the society, the conditions surrounding the work, and the level of technical and information progress in the organization. However, the performance rates are of particular importance and specific objectives (Al-Sakran, 2004):

1. Setting specific specifications for operations, and activities before starting the production process in order to measure the final product and judge its quality.
2. Demonstrate the level of desired or desired performance by providing measurable indicators such as speed, accuracy, economy, and efficiency.
3. Helping to measure the actual performance of employees.
4. To provide mutual understanding between presidents and subordinates because the actions of all are governed by predetermined criteria.
5. Provide the proper basis for dealing with problems or deviations that impede the effectiveness of performance.

**Seventh: Function Determinants:**

Determining the level of performance requires a knowledge of the factors that determine this level, the degree of interaction between these factors, and the result of differences in the results of studies on functional performance in determining these factors, and the degree of their impact, it is difficult to determine those factors affecting the performance and degree of interaction between them.

According to Morsi and Al-Sabbagh, performance is influenced by the situation. The employee and his knowledge, skill, desire, interest, values and motivation are a key determinant in determining the level of performance, the job, the tasks and duties required, the challenges it poses, and the opportunities for career growth. Performance, position including organizational environment and material resources, rigid or rigid organizational structure, prevention methods, and leadership patterns are key determinants of performance (Al-Sakran, 2004).

**Eighth: Job performance indicators:**

The administrative and financial system is the driving force of the university's education, research and studies systems, and unless it is effective and efficient, the university system will be exposed to risks that may result in its failure to achieve its mission. The number of indicators used to evaluate performance, and the most important indicators that can be used to assess the efficiency of the administrative system at the university (Jad Al-rab, 2010):

1. The existence of an organizational structure and internal regulations clearly and unambiguously defined, ambiguities, overlaps, conflicts of competencies or duplication of responsibilities and authorities.
2. The proper application of these regulations and laws and the absence of deviations from them.
3. The speed of termination of procedures and lack of complexity.
4. The relationship between the administrative body and other groups, where there is no dispute or conflict or disagreement between the various parties.
5. The nature, qualifications, abilities and experience of the administrative staff, and their compatibility with the description and job description of the functions and functions of the university.

6. Human and social relations between university employees and each other.
7. Areas of development and development of human resources working in the administrative body at the university.
8. Clarity and fairness of promotions, transfer, promotion, rewards, allowances and grievances.

All of the above can be measured through the design of survey lists to identify the satisfaction of the employees and the different categories in the university and also through:

- Measure business turnover rates.
- Measurement of absenteeism and absenteeism.
- Measures of sanctions.
- Measuring the rates of grievances and complaints submitted.
- Measurement of sick leave rate.

**Ninth: Methods of evaluating job performance:**

There are many ways of evaluating performance, including what is simple and what is complex, and the performance evaluation process is usually done through one or more of the following methods:

**1. The method of progressive measurements:**

This method is one of the simplest ways to evaluate performance, and this method is based on the inventory of the set of characteristics or characteristics to be evaluated, such as quality and credibility, and then determine the extent to evaluate each property from unsatisfactory to even super, and the supervisor begins to evaluate each subordinate by circling around The degree obtained by each subordinate for each property, and then the scores obtained by the individual in all characteristics (Dessler, 2003).

**2. How to arrange staff:**

This method arranges employees by efficiency, placing the most efficient at the top of the list, and the lowest efficiency at the bottom of the list, by the supervisor, taking into account the different factors of production, behavior, persistence and cooperation.

The most important characteristic of this method is that it conforms to the nature of the work of the president, as it often arranges the subordinates in the supervision and follow-up to them, and the most important disadvantages that the evaluation of the employee in general and may be biased (Bahiri et al., 1991).

**3. Method of menus:**

This method depends on a set of sentences placed in a specific list and these statements reflect certain qualities of the level of performance of the employee, and the supervisor chooses the sentence that corresponds to the level of performance, and the disadvantage of this method that the supervisor needs a number of lists that correspond to the types of jobs and businesses, To choose easy and simple phrases for understanding and application (Raslan, 1991).

**4. Method of bilateral comparisons:**

This method trains the subordinates based on the binary comparison between each individual and the rest of the

individuals to reach the most detailed staff, and contributes to making the arrangement more accurate, where each individual is compared for each property to the rest of the individuals (Dessler, 2003).

#### **5. Compulsory distribution method:**

This method arranges subordinates to groups according to the level of the year to the performance of the individual, ranking subordinate groups according to their positions on the normal distribution trend, where most of the performance of the staff at the middle level and a small proportion of them at the upper and lower levels on both ends of the curve. In this way, the president assumes that some individuals can be classified as weak or average, for example, while all or most of his subordinates may be of a good standard, (2000).

#### **6. Mandatory selection method:**

This method hides after the intended performance of its calendar. The president presents a number of sets of functional examples, from which a specific group is chosen, which is believed to describe the best possible performance of the employee subject to the evaluation. The main characteristic of this method is that the president does not know the value of the examples. Whether positive or negative - and any of them that distinguish between high performance and low performance. The most important thing that draws this method of criticism is that the princes prefer to know the result of the calendar they give to their subordinates. Also, this type of models is difficult to design and maintain the secret weights Values and phrases Fat.

#### **7. Critical Facts:**

In this way, the president monitors the events and observations that show the employee's efficiency or inefficiency. In this method, the president uses a record that is recorded in all events. He cites some factors when assessing his subordinates with little ability to identify the problem or phenomenon and to initiate decision making in cooperation with presidents and colleagues. The disadvantage of this method is that subordinates feel strongly controlled by the president, distracting them from their original work, and that the president may be affected by interpersonal relationships during the implementation of this method (Bahiri et al., 1991).

#### **8. Method of managing objectives:**

Is one of the most effective methods of evaluating performance, because of its motivational and encouraging potential for greater participation by staff. This method generally requires multiple meetings between both managers and staff to identify the elements and objective criteria used to measure and determine future performance (Al- Sakran, 2004).

Through the previous review of the concept of functional performance and its components, the concept of performance evaluation, its importance and objectives, its rates, its determinants, and hence the identification of performance evaluation indicators and methods of evaluation, organizations that wish to achieve their objectives efficiently and effectively achieve competitive advantage from other

organizations. During the construction of high value human capital, it must pay more attention to the performance of its employees and follow up the performance indicators of its employees periodically to identify the existing weaknesses and imbalances, and to address them and provide solutions to them by providing a good organizational climate that stimulates and supports good performance.

#### **Palestinian Universities in the Gaza Strip**

There are three main universities in the Gaza Strip: the Islamic University, Al-Azhar University, Al-Aqsa University, and Al-Quds Open University. In recent years, the private sector has entered the field of higher education. Two private universities have been opened: the University of Palestine and the University of Gaza.

The march of the Palestinian universities in the Gaza Strip began with the opening of the Islamic University, which emerged in 1978 from the Azhar Religious Institute, then Al-Azhar University, which in turn emerged from the same institute in 1991 and then Al-Aqsa University, which emerged in 2001 from the State College of Education.

The three major universities - Islamic, Al-Azhar and Al-Aqsa - will be the focus of this study, as they account for the largest number of employees and the largest proportion of students in the Gaza Strip.

#### **Workers in Palestinian Universities in the Gaza Strip:**

Administrative staff in Palestinian universities is an essential component of the organizational structure of Palestinian universities. Without these workers, universities cannot perform their great mission of serving the community through their teaching services, research and continuing education. This work is not completed without administrative staff. In the fields of student affairs, admission and registration, finance, public relations, personnel affairs, maintenance, procurement, warehousing, services, security and other administrative functions. In order for these employees to perform the work required of them, the availability of a good regulatory environment that helps them to that performance.

The number of administrative staff at the Islamic University (466) employees, while at Al-Azhar University (227) employees, while the number at Al-Aqsa University (298) employees. (Personnel Affairs Departments in Universities).

Through the previous review of the Palestinian universities in the Gaza Strip, the circumstances in which they were created, and the most important problems facing them and the number of administrative staff there, Palestinian universities have experienced difficult conditions in the fact that they were created in light of the Israeli occupation. This is in addition to the lack of material resources necessary to carry out their activities in the required form, and their adoption mainly by funding them for fees collected from students. All this necessitated universities to improve their performance. It is the responsibility of the universities to provide them with a healthy and appropriate organizational environment for the performance of their work well, which strengthens their loyalty and loyalty to these universities to

raise them for the better and achieve the messages that were created for them.

**5. FIELD STUDY**

**First- Methodology of the study:**

This study deals with the study of tools, phenomena and practices existing and available for study and measurement as they are, without the intervention of researchers in their course, and researchers can interact with them and describe them and analyze them scientifically and objectively. The study will rely on two basic types of data:

**1. Initial Data:**

The study was carried out in the field by distributing questionnaires to study the vocabulary of the study and to collect and compile the necessary information in the subject of the study, and then unloading and analyzing it using the statistical program and using the appropriate statistical SPSS tests in order to arrive at indications of value and indicators that support the subject of the study.

**2. Secondary data:**

Through the review of books and periodicals, special publications and scientific and professional journals related

to the subject of the study, and any references contribute to enrich the study in a scientific way, and the researchers through the use of secondary sources in the study to identify the foundations and methods of scientific studies in writing studies, Recent developments have occurred in the field of study.

**Second- Study Population:**

The study population consists of all administrative staff in the main Palestinian universities in the Gaza Strip. These universities are: Islamic University, Al-Azhar University, Al-Aqsa University, and through the census of the study society, it is composed of (953) administrative staff.

**Third- The study sample:**

- A. A survey sample was used by the researchers to verify the validity and reliability of these tools. The sample size was 32 administrative staff.
- B. The sample was composed of (320) administrative staff from the three universities. The required sample calculated according to the law was (274) employees. The response rate was (81.87%). The sample distribution and grade Respond as in the following table:

**Table 1:** Number of sample members in each university and the number of respondents

Item	Islamic University	Al-Azhar university	Al-Aqsa University	Total
The size of society	428	227	298	953
Percentage	%45	%24	%31	100%
Sample size required	274			
Sample required by university	123	66	85	274
Distributed sample	144	77	71	320
Number of respondents	111	71	80	262
Response rate	77.08%	92.20%	80.80%	81.87%

Thus, the appropriate sample size in this case is equal to (274) at least, 320 questionnaires were distributed, 262 valid answers were retrieved and the recovery rate was 81.87%.

**Table 2:** The distribution of respondents according to university variables, level of employment, gender, age, academic qualification, years of service, place of work

University Name	Islamic University	Al-Azhar university	Al-Aqsa University	Total	
	111	71	80	262	
Career Level	Director	Head of the Department	administrative employee	262	
	29	43	190		
Gender	Male	Female		262	
	187	85			
Age	20-30 years	31-40 years	41-50 years	Greater than 50 years	262
	101	88	51	22	
Qualification	diploma	BA	Postgraduate	262	
	73	151	38		

Years of service	Less than 5 years	5-7 years	8-10 years	More than 10 years	262
	72	56	32	102	
Workplace	Deanships and colleges	Financial Services	Administrative departments	Technical departments	262
	81	24	143	14	

**Fourthly- Study tool:**

Since the nature of hypotheses and the variables involved are the ones that control the choice of the appropriate tool. Accordingly, the researchers prepared a measure for that study that fits its objectives and hypotheses, which is the measure of the organizational climate and its relation to job performance in universities.

The process of designing and preparing the study scale has gone through several stages and steps:

1. See the literature on performance and previous studies related to the subject of the present study.
2. Collect and define scale paragraphs.
3. Formulation of the standard expressions according to the study sample.
4. Set the meter instructions.
5. How to correct the meter.
6. Conduct a study of stability and honesty of the scale.

**University Job Performance Scale:**

The researchers designed this scale according to the following steps:

1. The goal was to design the performance gauge in the universities in order to apply it to the administrative staff in the Palestinian universities in the Gaza Strip for data to be analyzed and interpreted to answer the study questions.
2. The researchers studied the concept of job performance in higher education institutions by looking at the literature related to the subject and the previous studies. Based on this, the concept of job performance was defined in higher education institutions.

The researchers drafted the scale items taking into account the following:

- Suitable phrases for the concept of functional performance according to definition.
- Suitable scale for administrative staff (respondents).
- Clarity of meaning and lack of ambiguity.
- His linguistic integrity.

**How to correct the measure:**

The five-dimensional Likert scale was used to measure respondents' responses to the questionnaire sections according to Table (3)

**Table 3:** The degrees of the five-dimensional Likert scale

Response	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The Degrees	1	2	3	4	5

Each question has five answers (strongly agree - OK - neutral - not OK - not strongly agree), asking the respondent to read each question or answer with an  sign in proportion to his or her vision of reality, Five, four (neutral), three (unapproved), and (not strongly agree) one degree, so that the relative weight in this latter case is 20% and is proportional to this response.

**Believe the meter:**

The researchers calculated the validity of the meter in the following ways:

1. **Virtual honesty:** The researchers have verified the validity of the tool ostensibly, and the apparent honesty shows the general appearance of the test in terms of relevance to the examinees, the affiliation of the phrase

to the field, and the clarity of the wording and instructions.

**2. Internal consistency:**

The internal consistency coefficient is a correlation coefficient between each unit of scale and the whole scale, so this method is usually used to determine the veracity of the test on the one hand and the viability of its units on the other (Awad, 1997).

The researchers calculated the validity of the internal consistency of the scale by finding the correlation coefficients between each field and the total score of the scale. The researchers conducted a survey sample of 32 employees by establishing correlation coefficients for each paragraph and the scale as a whole.

**Table 4:** Honesty coefficients per paragraph with total degree of functional performance

No.	Paragraph	Honesty Transactions	Level of significance
1.	I am keen to achieve the general objectives of the University	0.596	0.01
2.	I can accomplish the specific work on time to accomplish it	0.565	0.01
3.	Have the ability to take responsibility for daily workloads	0.823	0.01

No.	Paragraph	Honesty Transactions	Level of significance
4.	Has the ability to afford any additional functional burdens	0.633	0.01
5.	Observe and abide by the laws and regulations of the university	0.425	0.05
6.	I have the ability to adapt to working conditions	0.551	0.01
7.	Coordinate and collaborate with others to perform the work	0.694	0.01
8.	Make sure to do the work according to plans and programs	0.844	0.01
9.	The Department provides appropriate training for staff to enable them to perform well	0.368	0.05
10.	Management's commitment to quality performance helps improve performance	0.666	0.01
11.	It has the ability to innovate, innovate and develop work	0.490	0.01
12.	I have the ability to correct errors resulting from my performance	0.708	0.01
13.	Execute orders and instructions issued by direct officials regarding work	0.768	0.01
14.	Performance is improving as a result of direct supervision and continuous follow-up by the chairpersons	0.367	0.05
15.	I maintain my commitment to working hours	0.731	0.01
16.	I have motivation to do the job	0.652	0.01
17.	Make the time to do the work correctly	0.784	0.01
18.	I do my best to get things done right	0.893	0.01
19.	I have full knowledge of the job requirements I perform	0.706	0.01
20.	I have a willingness to use the scientific method of planning my tasks	0.792	0.01

It is clear from the previous table that all coefficients of honesty are high and all function at level (0.05). This gives confidence in the ability of the measure to discriminate.

**Stability of the scale:**

The concept of constancy means the ability of the test to give the same grades or values to the same individual or

**Table 5:** Mid - term stability coefficient of the job performance index in universities

The Field	Number of paragraphs	Correlation coefficient before adjustment	Correlation coefficient after adjustment	Level of significance
Job Performance	20	0.805	0.892	Sig. at 0.01

It is clear from Table (5) that the stability coefficient in the mid-split method was high, and that the overall stability coefficient was (0.771) indicating that the questionnaire has a high degree of stability.

2. **Alpha Cronbach's coefficient of persistence:** The researchers used the Alpha-Cronbach coefficient to calculate the stability coefficient for all the terms of the scale, where the general correlation coefficient (0.862)

**Table 6:** shows the coefficients of Alpha Cronbach's stability of the job performance in universities

The Field	Alpha Cronbach's coefficient of persistence
Job Performance	0.912

The above table shows that alpha-Cronbach coefficients are all above (0.667). This indicates that the questionnaire has a high degree of stability.

**Statistical Methods:**

The computer was used in the statistical processing, especially the statistical packages program (SPSS), where all the data obtained by the researchers and then the results were

individuals if the measurement process is repeated (Awad, 1997). To ensure the stability of the scale, the researchers used the following methods:

1. **Method of half-partial:** by calculating the correlation coefficient between the odd numbered questions and even numbered questions, and obtained the stability coefficients shown in the following table.

is a high stability coefficient indicating the strength and validity of the scale. The researchers noted that the results of Pearson correlation coefficients are consistent with the results of Alpha-Cronbach coefficient, and then the researchers performed the coefficients of Alpha Cronbach between the terms of each field separately and is shown in the following table:

extracted through the scientific equations necessary for this and the most important used in this study:

1. Averages, frequencies, standard deviations and percentages.
2. Spearman Brown's correlation coefficient for the equal half - division, and the Cronbach alpha factor to determine the stability of the resolution.

3. The K-S test is used to test the distribution of data, showing that it follows normal distribution.
4. Pearson correlation coefficient to measure the relationship between variables.
5. T test to find the differences between the averages.
6. Analysis of mono-variance to see differences between more than two groups.

7. Shivi post-test to measure the direction of differences.  
**Normality Distribution Test:**  
 The researchers used the Kolmogorov-Smirnov Test (K-S) to test whether the data followed normal distribution or not, and the results were as shown in Table (7)

**Table 7:** Normal distribution test results

The Field	Kolmogorov-Smirnov Z	Sig.
Job Performance	1.326	0.060

The results shown in Table (7) show that the probability value (Sig) for all fields of study was greater than ( $\alpha \leq 0.05$ ) the significance level. Thus, the distribution of data for these fields follows the normal distribution, and thus the scientific tests will be used to answer the hypotheses of the study. Answer the study question which states:

What is the level of performance prevailing in the Palestinian universities in the Gaza Strip?  
 To answer this question, the researchers resorted to frequencies, averages, standard deviation, percentages and order. The results were as shown in the following table:

**Table 8:** Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in Universities

No.	Paragraph	Total Scores	Average (5)	Standard Deviation	Percentage	Paragraph Order
1.	I am keen to achieve the general objectives of the University	259	4.29	0.675	85.80%	1
2.	I can accomplish the specific work on time to accomplish it	260	4.12	0.799	82.40%	13
3.	Have the ability to take responsibility for daily workloads	259	4.19	0.760	83.80%	7
4.	Has the ability to afford any additional functional burdens	260	4.02	0.856	80.40%	16
5.	Observe and abide by the laws and regulations of the university	260	4.22	0.784	84.40%	5
6.	I have the ability to adapt to working conditions	260	4.19	0.720	83.80%	8
7.	Coordinate and collaborate with others to perform the work	260	4.17	0.826	83.40%	11
8.	Make sure to do the work according to plans and programs	259	4.08	0.824	81.60%	14
9.	The Department provides appropriate training for staff to enable them to perform well	260	3.38	1.089	67.60%	20
10.	Management's commitment to quality performance helps improve performance	260	3.74	0.909	74.80%	19
11.	It has the ability to innovate, innovate and develop work	257	4.00	0.758	80.00%	17
12.	I have the ability to correct errors resulting from my performance	260	4.03	0.705	80.60%	15
13.	Execute orders and instructions issued by direct officials regarding work	260	4.23	0.753	84.60%	3
14.	Performance is improving as a result of direct supervision and continuous follow-up by the chairpersons	259	3.82	0.910	76.40%	18
15.	I maintain my commitment to working hours	260	4.25	0.840	85.00%	2
16.	I have motivation to do the job	259	4.13	0.939	82.60%	12
17.	Make the time to do the work correctly	260	4.21	0.804	84.20%	6
18.	I do my best to get things done right	259	4.18	0.840	83.60%	10
19.	I have full knowledge of the job requirements I	260	4.23	0.766	84.60%	4

No.	Paragraph	Total Scores	Average (5)	Standard Deviation	Percentage	Paragraph Order
	perform					
20.	I have a willingness to use the scientific method of planning my tasks	260	4.18	0.762	83.60%	9
<b>Total degree of job performance</b>		262	4.0757	0.5331	81.51%	

The above table shows the results achieved in the organizational climate and its relation to job performance in the field of job performance by presenting the mathematical averages of the field. The averages were between 3.38 and 4.29.

Table (8) shows that all paragraphs range from medium to very high, with six paragraphs in this area having a very high percentage higher than 84.00% and thirteen paragraphs in this area between (68%) and (83.90%), while a single paragraph scored a moderate score between (52.00% and 67.90%). The paragraph (achieving the general goals of the university) achieved the highest percentage (85.80%). Followed by the paragraph (I maintain the commitment to official working hours) in second place by percentage (85.00%), and then the paragraph (I execute the orders and

instructions issued by my direct officials in terms of work) ranked third with percentage (84.60%), the paragraph (Management provides appropriate training for employees to enable them to perform their work well) ranked last with percentage (67.60%), and the total score for the field was (81.51%), which is high.

**The hypothesis of the study:**

1. **There are no statistically significant differences in the opinions of the sample members on the level of job performance of administrative staff due to the gender variable.**

To determine the validity of this hypothesis, the researchers used the T-test as shown in the following table:

**Table 9:** Standard Meanings, Deviations and T Values for the Organizational Climate Measure Fields and their Relation to Functionality by Gender Variable

The Field	Gender	The Number	Average	Standard Deviation	"T" Value	Level of Significance
Job Performance	Male	187	4.1127	0.55100	1.892	Not statistically significant
	Female	75	3.9836	0.47652		

The value of "T" in the table at the degree of freedom (260) and at the level of significance (0.05) = 1.96

The value of the t-table is at 260 degrees and at the level of (0.01) = 2.34

It is clear from the previous table that there are no statistically significant differences due to the gender variable between males and females. The calculated value of T is less than the tabular value of T,

Differences between males and females in the nature of work can be explained by the fact that the majority of female jobs are minimal in the organizational structure such as secretarial functions.

2. **There are no statistically significant differences in the opinions of the sample members on the level of job performance of administrative staff due to the variable age.**

To determine the validity of this hypothesis, one way anova was used as shown in the following table:

**Table 10:** The source of variance, the sum of squares, the degrees of freedom, the mean squares, the value of "P", and the level of significance attributed to the variable of age

The Field	Source	Total squares	Degrees of freedom	Average squares	"F" Value	Level of significance
Job Performance	Between groups	1.030	3	0.343	1.211	Not statistically significant
	Within groups	73.135	258	0.283		
	<b>Total</b>	74.164	261			

The value of the "P" of the table at degrees of freedom (3, 258) and at the level of significance (0.05) = 2.63

The value of the "P" of the table at degrees of freedom (3, 258) and at the level of significance (0.01) = 3.85

It is clear from the previous table that there are no statistically significant differences in these fields and the overall score is due to the age variable of the respondents. The value of the calculated P is less than the value of the P, and this proves the validity of the hypothesis.

This finding can be explained by the fact that workers of all ages live in the same organizational environment, in all its dimensions, and are affected by all of them.

**3. There were no statistically significant differences in the opinions of the sample members on the level of**

**Table 11:** Source of variance, sum of squares, degrees of freedom, mean squares, P value and significance level due to the variable of practical qualification

The Field	Source	Total squares	Degrees of freedom	Average squares	“F” Value	Level of significance
Job Performance	Between groups	.572	2	0.286	1.007	Not statistically significant
	Within groups	73.592	259	0.284		
	<b>Total</b>	74.164	261			

The value of the "P" is the table at degrees of freedom (2, 259) and at the level of significance (0.05) = 3.03

The value of the "P" of the table at degrees of freedom (2, 259) and at the level of significance (0.01) = 4.68

It is clear from the previous table that there are no statistically significant differences between the respondents according to their scientific qualification in the job performance and this proves the validity of the hypothesis.

**Table 12:** Source of variance, sum of squares, degrees of freedom, mean squares, P value, and significance level due to variable years of service

The Field	Source	Total squares	Degrees of freedom	Average squares	“F” Value	Level of significance
Job Performance	Between groups	0.276	3	0.092	0.321	Not statistically significant
	Within groups	73.889	258	0.286		
	<b>Total</b>	74.164	261			

The value of the "P" of the table at degrees of freedom (3, 258) and at the level of significance (0.05) = 2.63

The value of the "P" of the table at degrees of freedom (3, 258) and at the level of significance (0.01) = 3.85

The above table shows that the calculated P value is less than the P value of the table, and therefore there are no statistically significant differences in job performance among

**Table 13:** Source of variance, sum of squares, degrees of freedom, mean squares, P value and level of significance due to the variable of the functional level

The Field	Source	Total squares	Degrees of freedom	Average squares	“F” Value	Level of significance
Job Performance	Between groups	.733	2	0.366	1.292	Not statistically significant
	Within groups	73.432	259	0.284		
	<b>Total</b>	74.164	261			

The value of the "P" is the table at degrees of freedom (2, 259) and at the level of significance (0.05) = 3.03

The value of the "P" of the table at degrees of freedom (2, 259) and at the level of significance (0.01) = 4.68

The above table shows that the calculated P is less than the P value of the table, ie, there are no statistically significant

**job performance of administrative staff attributed to the variable of the scientific qualification.**

To determine the validity of this hypothesis, one way anova was used as shown in the following table:

**4. There were no statistically significant differences in the opinions of the sample members on the level of job performance of administrative staff due to the variable years of service.**

To determine the validity of this hypothesis, one way Anova was used as shown in the following table:

the respondents according to the years of service. This proves the validity of the hypothesis.

**5. There are no statistically significant differences in the opinions of the sample members on the level of job performance of administrative staff due to the variable of the functional level.**

To determine the validity of this hypothesis, one way Anova was used as shown in the following table:

differences in all fields and in the total score of the scale according to the functional level variable, which proves the validity of the hypothesis.

**6. There are no statistically significant differences in the opinions of the respondents in the level of job**

**performance of administrative staff due to the variable of the workplace.**

To determine the validity of this hypothesis, one way Anova was used as shown in the following table:

**Table 14:** Source of variance, sum of squares, degrees of freedom, mean squares, P value and significance level due to workplace variable

The Field	Source	Total squares	Degrees of freedom	Average squares	"F" Value	Level of significance
Job Performance	Between groups	1.813	3	0.604	2.155	Not statistically significant
	Within groups	72.351	258	0.280		
	<b>Total</b>	74.164	261			

The value of the "P" of the table at degrees of freedom (3, 258) and at the level of significance (0.05) = 2.63

The value of the "P" of the table at degrees of freedom (3, 258) and at the level of significance (0.01) = 3.85

It is clear from the previous table that the calculated P is less than the P value of the table. In other words, there are no statistically significant differences in job performance among

**Table 15:** The source of the variance, the sum of the squares, the degrees of freedom, the mean squares, the value of "P", and the level of significance attributed to the variable of the university

The Field	Source	Total squares	Degrees of freedom	Average squares	"F" Value	Level of significance
Job Performance	Between groups	1.942	2	0.971	3.482	Sig. at 0.05
	Within groups	72.223	259	0.279		
	<b>Total</b>	74.164	261			

The value of the "P" is the table at degrees of freedom (2, 259) and at the level of significance (0.05) = 3.03

The value of the "P" of the table at degrees of freedom (2, 259) and at the level of significance (0.01) = 4.68

The above table shows that the calculated P is greater than the value of the table. Thus, there are statistically significant differences in function according to the university variable. This proves the hypothesis is incorrect.

The University of Al-Aqsa is the most recent of these universities. It is a state-run university, run by the government, and the unified cadre does not apply fully to the

**Table 16:** Results of the Scheffe Test to identify the direction of the differences and their significance in the performance due to the university variable

University	Islamic University 4.1642	Al-Azhar university 4.0675	Al-Aqsa University 3.9602
<b>Islamic University 4.1642</b>	-		
<b>Al-Azhar university 4.0675</b>	-0.0967	-	
<b>Al-Aqsa University 3.9602</b>	-0.2040*	-0.1073	-

\* Function at level of significance (0.05)

It is clear from the previous table that there are statistically significant differences at the level of (0.05) attributed to the university variable in the "functional performance" between the Islamic University and Al-Aqsa University in favor of the Islamic University. The researchers explain this result

the respondents according to the variable of the place of work.

**7. There were no statistically significant differences in the opinions of the respondents in the level of job performance of administrative staff due to the university variable.**

To determine the validity of this hypothesis, one way anova was used as shown in the following table:

**Table 15:** The source of the variance, the sum of the squares, the degrees of freedom, the mean squares, the value of "P", and the level of significance attributed to the variable of the university

university. Its employees, and it is influenced by the political division on the Palestinian arena, and its subordination to two ministries of higher education, one in Gaza and the other in Ramallah, and thus the division of employees in their loyalty to any of the two governments, Which are exposed Financial crises from time to time as a result of relying primarily on the outcome of the students in the financing of university fees, affecting its performance.

To find out the direction of differences in areas where differences were found, the Scheffe Test was used as in the following table:

with the good organizational climate in the Islamic University, The performance of the Islamic University, as we note from the table there are no statistically significant differences between the universities of Al-Azhar and Al-

Aqsa, and between the Islamic University and Al-Aqsa University in administrative performance.

## 6. CONCLUSIONS

1. The results showed that there is a high level of performance from the point of view of the administrative staff. The percentage reached (81.51%). This result was agreed with Bahr and Abu Swirih (2010), which found a high degree of performance at the Islamic University.
2. The results showed that there were no differences between the samples according to the gender variable in their perception of job performance. This result was agreed with the study of Bahr and Abu Swirih (2010) and (Olorunsola, 2012).
3. The results confirm that there are no differences in the perception of functional performance according to the age variable, which is inconsistent with the study (Abdulrahamon et al., 2018).
4. The results indicate that there are no differences in the perception of the employees of the job performance according to the variable years of service and it is consistent with the study (Abdulrahamon et al., 2018).
5. The results showed that there are no differences in the perception of the employees according to the functional level variable (manager, head of department, administrative officer) which is contrary to the study (Alipoor et al., 2017) and is consistent with the study (El Talla, 2017).
6. The results confirmed that there are no differences in the perception of the employees of the job performance according to the variable of the workplace.
7. The results indicated that there are differences in the perception of the employees of the job according to the university in which they work.
8. The results confirmed that there are statistically significant differences between the Islamic University and Al-Aqsa University in the job performance in favor of the Islamic University.

## 7. RECOMMENDATIONS

1. Attention should be given to the managements of the Palestinian universities in the Gaza Strip in general, and the Al-Aqsa and Al-Azhar universities in particular for job performance.
2. Universities should be given the opportunity to participate in decision-making.
3. The importance of continuing the managements of the universities of interest and continuous improvement of the performance of their employees.
4. To enhance the periodic evaluation of job performance and to inform employees and express their opinion.
5. The need to solve the problems of workers and give them the opportunity to contribute to solve their own problems.

6. The importance of using the staff rotation method periodically.

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