

The Nature of the Organizational Structure in the Palestinian Governmental Universities - Al-Aqsa University as A Model

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Abstract: *The aim of the research is to shed light on the nature of the organizational structure prevailing in Palestinian governmental universities and to identify the most important differences in the perceptions of employees of the organizational structure in the Palestinian governmental universities according to the demographic and organizational variables. The researchers used the descriptive analytical method, through a questionnaire randomly distributed to the sample of the employees of Al-Aqsa University. The study was conducted on a sample of (80) administrative staff from Al-Aqsa University.*

The study found that there is a moderate degree of satisfaction with the nature of the organizational structure prevailing in the Palestinian governmental universities from the point of view of the administrative staff, with a percentage of (63.11%). The absence of differences between the sample according to the gender variable in their perception of the nature of the organizational structure prevailing at Al-Aqsa University, the absence of differences in their perception of the nature of the organizational structure depending on the age variable. There are statistical significance differences in the perception of the elements of the organizational climate depending on the variable of scientific qualification in their perception of the nature of the organizational structure in favor of holders of a bachelor's degree, the absence of differences in their perception of the nature of the organizational structure depending on the variable years of service, and the absence of differences in their perception of the nature of the organizational structure depending on the variable level of career (Director, Head of Department, and Administrative Officer).

The study reached a number of recommendations, the most important of which is that the management of the Palestinian governmental universities in general and Al-Aqsa University in particular should be given special attention to the organizational structure and modified in a way that achieves the goals of the university and the aspirations of the employees. The universities should have the opportunity to participate in the restructuring of the organizational structure, the importance of solving the problems of employees and giving them the opportunity to contribute to solving their own problems, and the need to use the method of rotation of employees and periodically.

Keywords: Organizational Structure, Administrative Staff, Palestinian Universities, Palestinian Governmental universities, Al-Aqsa University, Gaza Strip, Palestine.

1. INTRODUCTION

The administrative organization is of great importance especially in the present time because it is important in the life of the organizations and its continuity, both governmental and private, because it is concerned with the division of labor and its distribution among individuals. It is the organization that leads to the unification of efforts in order to achieve the objectives. And helps to optimize the use of human competencies in terms of the distribution of roles and the identification of activities and facilitate the processes of administrative communication between administrative levels. It provides a framework within which individuals move within and are seen as a model and a network of working relationships between different administrative levels. To achieve their objectives, the organization must work on designing a clear and specific organizational structure that defines the roles (Al-Lozi, 2002).

The success of the Organization in building a successful organizational structure depends on its ability to create an appropriate working environment and its ability to achieve a

high degree of adaptability, congruence and alignment between its organizational structure and objectives, as well as the efficiency of the human element and the efficiency of its material resources. Without a good and appropriate organizational structure, the organizational processes are chaotic, not based on a solid scientific basis. The organization is wandering, deviating from its course and objectives, becoming useless, declining, and wasting human and material resources. Inappropriate, negative effects in terms of low morale and impartiality of employees, making improper decisions, increasing organizational and functional conflicts, low ambition, creativity and increasing expenditures (Al-Lozi, 1987). Therefore, the burden of work and responsibility borne by senior management in ministries, agencies, institutions and companies has increased significantly in recent years and appears to increase in the near future (Al-Hawary, 1980).

The organizational structure is characterized by the principle of hierarchy that defines relationships towards the four directions: the highest down on both sides and may be shown on the basis of the chain of command and may be on a

functional basis that defines areas of rights for different positions. In hierarchical form authority and responsibility are expanded according to the hierarchy of levels. Universities and their organization, as well as the perception of their collective movement, where the organizational structure is set to respond to one or more characteristics becomes hierarchical serial or functional or by products or geographical areas, but the universities follow the organizational structure distinguished technical division of labor, Hierarchy of authority and classical management principles. The lost vertical connections play an important role in coordination of work, surveillance, etc. We can find different types of structures (Al Shobaki, 2018), (El Talla, 2017) and (Abu-Naser, 2017).

Universities are a good example of organizations that need a good organizational structure in order to improve the performance of their employees so that they can carry out their vital function of society. Hence the ideas of the current study, as the researchers seek to study the reality of the organizational structure prevailing in the Palestinian governmental universities in the Gaza Strip Model.

2. 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 staff in Palestinian universities in the Gaza Strip, and there are many factors that affect their performance, so this study aims to identify the reality of the organizational structure in the Palestinian universities in the Gaza Strip in order to help guide 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 administratively and technically.

The problem of research is to answer the following questions:

Q1-: What is the nature of the organizational structure prevailing in Palestinian governmental universities?

Q2: Are there differences in the employees' perceptions of the organizational structure prevailing in Palestinian governmental universities according to the demographic and organizational variables?

3. RESEARCH OBJECTIVES

This study aims to achieve the following objectives:

1. To shed light on the nature of the organizational structure prevailing in Palestinian governmental universities.
2. To identify the most important differences in the employees' perceptions of the organizational structure in

Palestinian governmental universities according to the demographic and organizational variables.

3. Provide suggestions and recommendations that help the management of Palestinian governmental universities and all departments working in the field of education improve their organizational structures.

4. RESEARCH IMPORTANCE

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

1. It may help decision-makers and administrators of Palestinian universities in the Gaza Strip to identify the nature of the prevailing organizational structure and correct what needs to correct or strengthen what is positive.
2. 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 given to them so that they can achieve their goals and objectives.

5. RESEARCH HYPOTHESIS

In order to provide an appropriate answer to the question of the study presented, the study seeks to test the validity of the following hypotheses:

Ho 1: There were no statistically significant differences in the opinion of the respondents on the nature of the organizational structure prevailing in the Palestinian governmental universities due to the gender variable.

Ho 2: There were no statistically significant differences in the opinions of the sample members on the nature of the organizational structure prevailing in the Palestinian governmental universities due to the variable age.

Ho 3: There were no statistically significant differences in the opinions of the sample members on the nature of the organizational structure prevailing in the Palestinian public universities due to the variable of the scientific qualification.

Ho 4: There were no statistically significant differences in the opinion of the sample members on the nature of the organizational structure prevailing in the Palestinian governmental universities due to the variable years of service.

Ho 5: There were no statistically significant differences in the opinions of the sample members on the nature of the organizational structure prevailing in the Palestinian governmental universities due to the variable level of employment.

6. RESEARCH VARIABLES:

- **Independent variable:** organizational structure
- **Demographic and organizational variables** (gender, age, academic qualification, years of service, job level, workplace, university).

7. RESEARCH LIMITS AND SCOPE

1. **Subject Limit (Academic):** The study was limited in its objective to the nature of the organizational structure.
2. **Human Limit:** This study is limited to the responses of administrative staff.
3. **Institutional Limit:** The study was conducted on the only Governmental University in the Gaza governorates (Al-Aqsa University).
4. **Time Limits:** This study was implemented at the beginning of 2018 and therefore represents the reality at this time.

8. LITERATURE REVIEW

- Study of (Al Shobaki et al., 2018) aimed 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.
- 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 .
Keywords: organizational variables, communication style, work nature, used technology, job performance.

- Study of (El Talla, 2015) aimed to investigate the reality of the burnout among Gaza electricity distribution company workers, which included burnout dimensions: Emotional exhaustion, Depersonalization, and Personal accomplishment. And aimed to know the organizational causes of burnout, and it aimed to identify the extent of differences statistically significant trends in working toward the reality of burnout attributed to some demographic and organizational characteristics of the study population. The data has been collecting using a Maslach Burnout Inventory (MBI) consisting of (22) items. And the questionnaire of organizational causes of burnout consisting of (31) items. The questionnaires were distributed randomly to (69) worker, the results showed that the availability of a medium degree of burnout in the company, and that there is high availability of Emotional exhaustion scope, average degree for Depersonalization scope and low degree of Personal accomplishment scope. Also the results showed the existence of organizational causes for burnout among workers with the exception of the area of social relations, which was moderately and was the order of the causes are as follows (the weakness of physical stimulation, the limited powers of the work, work stress, conflict of values, poor social relationships). The results showed no differences between the samples due to the variables of gender, age, years of service in their perception of burnout. The researcher recommended the company to work on treatment the causes of burnout, and increase the attention to workers.

- Study of (El Talla, 2014) aimed to investigate the reality of the organizational climate for administrator's staff at Al-Azhar University - Gaza, which included some elements of the organizational climate such as: organizational structure, leadership style and the extent of participation of workers in decision-making. It aimed to identify the extent of differences statistically significant trends in working toward the reality of organizational climate attributed to some demographic and organizational characteristics of the study population. The data has been collecting using a questionnaire. The questionnaire was distributed at random-layer sample to (77) male and female employees of the administrative staff in the university; The results showed that the availability of a medium degree of organizational climate at the Al-Azhar University with percentage (66.64 %), and that there is availability of the average for all scopes of organizational climate, with the exception of leadership style which its degree was high. The orders of scopes were as the following: leadership style , the organizational structure , and finally the extent of participation of workers in decision-making The results showed no differences between the samples due to the variables of gender, age, years of service in their perception of organizational climate, while there are significant differences in the perception of the reality of organizational climate depending on the variable qualification in the areas of (organizational structure, the extent of participation in decision-making and in the total scope of organizational climate); and that differences were in favor of holding a diploma, the differences did not exist in the scope leadership style.
- Study of (Al-Saffar, 2009) The study aimed to identify the impact of the main organizational climate dimensions such as organizational structure, administrative policies, information technology, professional progress, incentives for work on performance and competitive advantage. The study was conducted on a sample of (134) employees in five banks of Jordanian commercial banks. The results showed that there is an impact of the organizational climate on the performance of employees in Jordanian commercial banks, and their ranking is descending (IT, organizational structure, administrative policies, professional progress and incentives for work). The study recommended the need for improvements in the work environment, and the need to diversify scientific skills, expertise and skills and qualify them to improve performance.
- Study of (Al-Batoush, 2007) The aim of this course is to understand the impact of the organizational climate on the performance of employees in the Jordan Free Zones Corporation, the relation of the organizational climate, and the performance of the employees with some personal characteristics and career characteristics. The study found a number of results, the most important of which were: The incentives were the first place in terms of the dimensions of the other organizational climate in the Jordan Free Zones Corporation, while the organizational structure was the lowest level, and the managers of the Free Zones Authority did not delegate the powers at the required level. Decisions made at the Jordan Free Zones Corporation are not always made by qualified persons who are related to the subject matter of the decision. The degree of consistency of the organizational structure with the nature of the work and functions of the Jordan Free Zones Corporation is unsatisfactory, (Organizational structure, communication, human resource development) and the performance of employees in the Free Zones Corporation. There is no statistically significant effect between the organizational climate (work systems and procedures, decision making, incentives) and the performance of employees in the Free Zones Corporation, and showed the existence of differences of statistical significance in the organizational climate attributed to the job title, and for the benefit of managers and heads of departments. While there are no differences due to personal and functional characteristics (age, academic qualification, specialization, number of years of service). There were also statistically significant differences in the performance of the employees due to the job title and the benefit of the managers. While there are no differences due to personal and functional characteristics (age, academic qualification, specialization, number of years of service in the institution).
- Study of (Al-Shanti, 2006) Which aimed to identify the extent of the impact of the organizational climate dimensions prevailing in the ministries of the Palestinian National Authority on the performance of human resources, and the assessment of the organizational climate in these ministries as well as to identify the level of performance of human resources. The results of the study were the most important: the attitudes of the sample towards the prevailing organizational climate positive trends, the positive impact of the organizational climate prevailing in the Palestinian ministries on the performance of human resources and that this climate leads to improved performance. It also showed that there is a defect in the organizational structure of the ministries and the methods and methods of decision-making and the disproportionate nature, functions and duties of the jobs occupied by the employees with the scientific qualifications and disciplines obtained.
- Study of (Gratto 2001) which aims to explore the relationship between the organizational climate and the dimensions of job satisfaction of managers who manage the institutions operating in the maintenance and operation of equipment and machinery in the United States of America. The study also aimed to determine if

there were significant differences in job satisfaction due to variables Sex, race, and classification of the organization in terms of size and type, and years of service in the institution). The study found that personal interests, internal communication, organizational structure and evaluation are the most important elements of the organizational climate, which are related to the level of job satisfaction of the sample members. The study found that managers should focus on enhancing the work environment and increasing employee satisfaction. And the need to provide opportunities for professional development as an important factor affecting job satisfaction as well as interest in internal communications in the development of institutional work. And the need to identify employees on organizational expectations and to see how well their performance matches those expectations.

9. THE THEORETICAL FRAMEWORK OF THE STUDY

The organizational structure refers to the structure that defines the internal structure of the establishment. It shows the divisions, organizations and sub-units that perform the various activities and activities necessary to achieve the objectives of the organization. It also reflects the quality and nature of the relationship between its departments and the nature of their responsibilities and powers. In the organization (Al-Harthy, 2009).

The authors and researchers cited many definitions of organizational structure (Al-Emian, 2002) as a system of authority, accountability and relationships between organizational units that determine the form and nature of the work required of the organization. Dara (1994) defines it as an arrangement of interrelationship between parts and functions of organization. This concept refers to the hierarchical hierarchy of power for the purpose of achieving the objectives effectively.

The organizational structure must be complex in terms of the number of levels and administrative units. It allows employees to brainstorm and communicate effectively vertically and horizontally, to work on the opinions of others, to encourage competition among employees to bring them to new creative ideas and outstanding performance, and to design organizational units with an appropriate operating environment for different stages of the high-performance management process.

The organizations seek to achieve the mission for which they have been created. They are pursuing different strategies, tactics and policies in order to achieve this, which requires the availability of a range of inputs such as machinery, funds, materials, information and human resources (Harvey, 1983).

Organizational Structure Impact on Functionality:

Organizational structure is the most important element of the organizational climate affecting the organization's performance through its understanding of its job and specialization needs, its ability to streamline work

procedures, and the flow of decisions, directives and orders from top to middle management, Performance rates, the concentration of power and the degree of freedom felt by individuals when taking decisions, and the more the organizational climate contributes positively to those aspects of the organizational structure of the organization, this has a direct positive impact on the effectiveness of the functional performance of (Al-Mousa, 1995).

In order for the Organization's organizational structure to achieve efficiency and effectiveness in accomplishing the tasks, it must have the following characteristics (Hamoud, 2002):

- **Balance:** achieves balanced relations between the powers and responsibilities granted to the individual and the balance in the scope of supervision and communication lines functional and the adoption of the command unit.
- **Flexibility:** requires the ability of organizational structures to be designed to accommodate ongoing organizational changes, depending on the internal and external changes required by the organizational structure and the means of achieving the budget.
- **Continuity:** refers to the need to adopt sound scientific rules in the construction of organizational structures and the accuracy of the diagnosis of the rules as well as to anticipate future changes without the organizational structures of frequent fundamental changes that disrupt the structural structure of the organization.

It is believed that organizational structures and functions are designed to make individuals work together, as well as to integrate technology and other systems, to achieve the highest level of productivity at the organization level (Jad Al-rab, 2013).

The importance of the organizational structure is that it is a key tool that helps the management to coordinate and coordinate the efforts of the staff to reach agreed goals in advance. It provides the framework in which individuals move, through which the various efforts and activities of the organization are consolidated, Organizational structure with clear roles, responsibilities and competencies, as well as an appropriate working environment and autonomy in decision-making.

The organizational structure is that the administration adjusts and develops its organizational structure in terms of division of labor, the development of administrative units, the collection of activities and functions, the identification of authorities, powers and responsibilities, and the improvement of communication means to achieve the desired benefit for both the employees and the organization. The process of modifying and adapting the organizational structure must be based on the optimal utilization of the available resources and the organizational loyalty of individuals through appropriate measures, such as organization of work through groups and teams, so that the

individual becomes a member of a group or group characterized by harmony and social interaction through mutual trust and cooperation between the individual and the community to achieve the goals (Hamoud, 2002).

The importance of the organizational structure:

The effectiveness of regulation is influenced by the surrounding environment. There is a clear relationship between the stable environment, the mobile environment and the complexity of the organizational structure. This complexity requires a high level of decentralization so that the organization can respond to the surrounding changes. The importance of the organizational structure is as follows (Al-Lozi, 2002)

1. Arrange relationships within the organization.
2. Is one of the administrative tools that help the organization to reach its goals, which resembles the organizational structure of the skeleton of man as he holds the various subsystems of the human body, without this structure, the various departments and sections remain isolated units.
3. Clarify departments, departments, divisions and divisions within the institution
4. Clarify the administrative levels in the institution and the competencies and responsibilities of each level.

Main characteristics of the organizational structure (Harem, 2000):

The organizational structure has many variables, dimensions, interdependencies and forms of organizational structures that are endless. Some authors have identified the following three main characteristics of the organizational structure:

1. **Complexity:** There are three elements that are complex:
 - **Horizontal division and specialization:** horizontal division and horizontal specialization refers to the activities carried out by the organization and professional job groups and the various disciplines in them. The greater the number of organizational units and their divisions, the greater the number and diversity of professions and disciplines and the more complex the organizational structure and vice versa
 - **Vertical division:** refers to the depth of the organizational structure. If the number of organizational levels increases, the organizational structure becomes more complicated and vice versa.
 - **Geographic division:** refers to the geographical distribution and distribution of the Organization's operations and activities. The organizational structure is more complex when the number of FAO units in different regions and locations increases, the proportion of staff increases and the distances between them increase.

2. **Official:** This feature refers to the extent to which the organization relies on laws, regulations, rules, instructions, decisions, procedures and detailed standards to guide and control the behavior, actions and actions of the individual in the performance of his work. These laws, regulations and instructions are not necessarily written.
3. **Centrality:** The centrality of the interest of many researchers and writers in many aspects, including the impact of global centrality on decision-making processes, communication and coordination, the effectiveness of the organization and its flexibility, and its relationship to innovation, creativity and others. Centralization is the focus of important decision-making in one center or in senior management.

Factors Influencing and Determining Organizational Structure (Al-Salem and Said, 2000):

The organizational structure is influenced by several factors in its design and formulation to be comprehensive and appropriate. These factors and determinants include:

- **The size of the organization:** The scholars differed between the correlation between the size of the organization and its impact on the organizational structure. However, they agree that the size has an impact on the structure of the organization and it has a clear impact on the complexity and official and central and reflected on the size of the organizational structure. In the process of division and identification of tasks and activities to be performed, while when the organization is large, the organizational structure is large and the activities and the work more numerous and diverse, which leads to easy division of labor.
- **The role of the life of the organization:** where the organizational structure is affected by the age of the institution and whether it is in its beginnings or in the stage of development or decline. The organization is like a human being begins life by its origin and ends with its demise
- **Environment:** The environment plays a major role in determining the form and type of organizational structure. An environment that operates in an atmosphere of stability differs from an institution that suffers from instability. Stability means a simple organizational structure and instability of the institution requires a complex structure. The organization must interact with its environment The structure must adapt to and deal with both the internal and external environment of the organization to ensure the stability and development of the organization

- **Geographical location of the Organization:** Organizations whose work exceeds several geographic locations, whether regional or global, require a large organizational structure and different from the Organization in one place
- **Specialization:** The specialization in tasks affects the organizational structure of the institution. If the specialization in work is low, the structure is simple and vice versa
- **Human Resources:** When individuals with simple capabilities are required, the organizational structure is also simple.
- **Technology:** Technology is one of the structural variables because it affects directly and continuously in the relations of individuals in the organization and also affect the communication between them and at the administrative levels and on performance and achievement, etc. The more the use of technology in the organization was complex and sophisticated needed a more complex organizational structure
- **Scope of supervision:** The scope of supervision is the number of subordinates who can be effectively supervised by the supervisor. If the scope of supervision is wide, it will result in a flat organizational structure where administrative levels are limited, either if the scope of supervision is narrow and will result in a vertical (vertical) Administrative levels.
- **Management system (centralization and decentralization):** The presence of centralization in the organization (power in the hands of senior management) reduces the complexity of the organizational structure and is more obvious, while the decentralization system further complicates the organizational structure.
- **Strategy:** The organizational structure is a means to achieve the objectives of the organization. Therefore, any analysis or definition of the organizational structure must be based on the objectives and strategy of the organization (the long-term objectives of the organization). The change in the organization's strategy is accompanied by a change in the organizational structure of the organization.
- The organization's organizational structure may sometimes be the result of those who occupy decision-making positions in the organization who choose the organizational structure that enhances their powers, influence and interests. Accordingly, the policies and policies of senior management have the greatest impact on the organization's organizational structure.

Employees at Al-Aqsa University:

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 lead to its failure to achieve its mission (Jad Al-rab, 2010).

Administrative staff in Palestinian universities is an essential component of the organizational structure of Palestinian universities. Without these employees, 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. The various functions in these universities include student affairs, admission and registration, finance, public relations, personnel affairs, maintenance, procurement and warehousing, services and security, and other administrative functions with a total of 298 administrative staff at Al-Aqsa University.

10. 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 at Al-Aqsa University, and through the census of the study society, it was found to consist of (80) 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 method of random stratification was used in the study .The sample was composed of (80) administrative staff. The response rate was (94.11%). The sample distribution and response rate were as follows:

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

Item	Al-Aqsa University
The size of society	298
The ratio	%31
Sample required by university	85
Number of respondents	80
Response rate	94.11%

Table 2: The distribution of respondents according to the variables of the functional level, gender, age, academic qualification, years of service

Career Level	Director	Head of the Department	administrative employee	Total	
	7	6	67	80	
Gender	Male	Female		80	
	56	24			
Age	20-30 years	31-40 years	41-50 years		
	40	31	9	80	
Qualification	Diploma	BA	Postgraduate		
	18	56	6	80	
Years of service	Less than 5 years	5-7 years	8-10 years	More than 10 years	
	33	20	17	10	80

Fourthly- Study tool:

Since the nature of hypotheses and the variables included in them are the ones that control the selection of the appropriate tool. Accordingly, the researchers have prepared a measure for the study that fits its objectives and hypotheses, which is

a measure of the reality of the organizational climate in the universities.

Scale units: The final scale included 10 paragraphs.

How to correct the meter: The five-dimensional Likert scale was used to measure respondents' responses to the questionnaire sections according to Table 3

Table 3: Scale of the five-dimensional Likert scale

Response	Strongly Disagree	disagree	neutral	OK	Strongly Agree
Degree	1	2	3	4	5

Each question has five answers (strongly disagree - disagree - neutral – OK- strongly agree), asking the respondent to read each question or answer with an ✓ sign in proportion to his or her vision of reality, (Strongly Agree) Five points, (OK) four points, (neutral) three points, (disagree) two points, and (strongly disagree) one point, so that the relative weight in the last case is 20% and is proportional to this response.

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

- Authentic honesty:** Researchers have verified the authenticity of the tool ostensibly by presenting to a group of holders of a doctorate degree in business administration, and the apparent honesty shows the general appearance of the test in terms of relevance to

the examinees, and the affiliation of the phrase to the field, and clarity of wording and instructions.

- 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. 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 finding correlation coefficients for each paragraph in the field to which they belong, as well as correlation coefficients between each field And the scale as a whole, as in the following tables:

Table 4: Honesty coefficients for each paragraph with the total score of the Organizational Structure

No.	Item	Honesty level	Level of significance
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No.	Item	Honesty level	Level of significance
1.	The organizational structure of the University complies with its general objectives	0.381	0.05
2.	The functions are consistent with the nature of the organizational structure	0.651	0.01
3.	The organizational structure of the department (the Deanship) I work in is well designed	0.439	0.01
4.	The organizational structure of the university is distinguished by the clarity of relations between presidents and subordinates	0.722	0.01
5.	The organizational structure of the university is flexible	0.735	0.01
6.	There is no overlap and duplication of work and functions within the university	0.366	0.05
7.	Help the division of labor in the organizational structure of the university to achieve its objectives	0.557	0.01
8.	The organizational structure of the university leads to a rapid completion of the work	0.645	0.01
9.	The qualifications and specialties of the members of the university are in line with the nature of the duties and duties of their posts	0.359	0.05
10.	There is a high level of mobile communication between the organizational structure part	0.483	0.01

Stability of the scale:

The concept of stability means the ability of the test to give the same grades or values to the same individual or individuals if the measurement process is repeated. To ensure the stability of the scale, the researchers used the following methods:

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

Table 5: Stability coefficient of Organizational Structure in universities

The Field	Number of item	Correlation coefficient before adjustment	Correlation coefficient after adjustment	Level of significance
Organizational Structure	10	0.341	0.480	Significant at (0.01)

It is clear from Table (5) that the stability coefficients in all midterm divisions were high, and that the overall stability coefficient was (0.771) indicating that the questionnaire has a high degree of stability.

The researchers then conducted a correlation matrix showing the dimensions of the scale as shown in the following table:

Table 6: shows the coefficients of Alpha Cronbach's stability for each of the dimensions of the organizational climate scale and its relation to job performance in universities

The Field	Coefficient of alpha-cronbach stability
Organizational Structure	0.667

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

Fifth: 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 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. Pearson correlation coefficient to measure the relationship between variables.
4. T test to find the differences between the averages.
5. Analysis of mono-variance to see differences between more than two groups.
6. Scheffe post-test to measure the direction of differences.

Answer the study questions:

Answer the study question which states:

Q1-: What is the nature of the organizational structure prevailing in Palestinian governmental universities?

To answer the study questions and to use the five-digit likert in the study instrument, the study adopted the criterion

mentioned by Abdul Fattah (2008) to judge the trend when using the five-digit likert.

Table 7: Scale of measurements used in this study

The Level Method	Very Low	Low	Medium	High	Very High
SMA	Less than(1.80)	From (1.80): (2.59)	From (2.60): (3.39)	From (3.40): (4.19)	Greater than(4.20)
Relative weight	Less than 36.00%	From 36.00: 51.90%	From 52.00: 67.90%	From 68.00: 83.90%	Greater than 84.00%

This indicates that the averages of less than 1.80 indicate a very low degree in the elements of the field. The averages of (1.80: 2.59) indicate a low degree of availability of field elements, (2.60: 3.39) indicate that there is a medium degree in the elements of the field, and the averages ranging from (3.40: 4.19) indicate that there is a large degree in the

elements of the field. More than (4.20) indicate a very large degree in the field elements on the scale used in the study shown in the previous table.

To answer this question, the researchers resorted to repetitions, 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 the Organizational Structure Scale at Universities

No.	Item	Total Scores	Average (5)	Standard Deviation	Percentage	Paragraph order
1.	The organizational structure of the University complies with its general objectives	259	3.24	0.958	64.80%	4
2.	The functions are consistent with the nature of the organizational structure	255	3.19	0.995	63.80%	5
3.	The organizational structure of the department (the Deanship) I work in is well designed	273	3.41	1.027	68.20%	2
4.	The organizational structure of the university is distinguished by the clarity of relations between presidents and subordinates	249	3.15	1.039	63.00%	6
5.	The organizational structure of the university is flexible	229	2.86	0.990	57.20%	10
6.	There is no overlap and duplication of work and functions within the university	231	2.89	1.067	57.80%	9
7.	Help the division of labor in the organizational structure of the university to achieve its objectives	277	3.46	0.954	69.20%	1
8.	The organizational structure of the university leads to a rapid completion of the work	266	3.32	1.016	66.40%	3
9.	The qualifications and specialties of the members of the university are in line with the nature of the duties and duties of their posts	242	3.03	1.190	60.60%	7
10.	There is a high level of mobile communication between the organizational structure part	237	3.00	0.920	60.00%	8
Total degree of organizational structure		252.44	3.1556	.631490	63.11%	

The above table shows the results obtained in the Organizational Structure by showing the arithmetical averages of the scales. The averages were between (2.86 and 3.46).

From the above table, we see that the paragraph (helps the division of labor in the organizational structure of the university to achieve its objectives) received the highest percentage (%69.20) this is followed by the paragraph (the organizational structure of the department (the deanship) in which the work is characterized by good design) in second place by percentage (%68.20) then the paragraph (the

organizational structure of the university leads to faster completion of the work) in third place and by percentage (%66.40), the paragraph (the organizational structure of the university is not flexible) ranked last by a percentage (%57.20), a low score, and the total score for the field was a percentage (%63.11) which is a middle grade.

This indicates the importance of an appropriate organizational structure that serves the objectives of the university and helps it to achieve its objectives efficiently and effectively.

The results differ with the study of Bahr and Abu Swirih (2010), which found a high degree of satisfaction with the organizational structure of the Islamic University, and also differ with Al-Sakran (2004), which showed positive attitudes towards the organizational structure. (Jassim and Hammoud, 2011) with a strong impact on the organizational structure, and also differed with the study of (Gratto, Al-Jassimi, 2011) and Al-Saffar (2009) 2001) and Peter (2000), which showed that the organizational structure is one of the most important elements of the organizational climate related to job satisfaction.

The results of the study differed with Al-Shanti (2006), which showed that the organizational structure of the Palestinian National Authority ministries is not good

Table 9: Mean averages, standard deviations and value of the fields of the organizational structure scale according to the gender variable

The Field	Gender	The Number	Average	Standard Deviation	“T” Value	Level of significance
Organizational Structure	Male	56	3.1357	0.63373	-0.426	Not statistically significant
	Female	24	3.2019	.637290		

The value of the "T" of the table at degrees of freedom (78) and at the level of significance (0.05) = 1.99

The value of the "T" of the table at degrees of freedom (78) and at the level of significance (0.01) = 2.64

It is clear from the previous table that there are no statistically significant differences due to the gender variable between males and females in their view of the nature of the organizational structure. The calculated value of T is less than the tabular value of T. This proves the validity of the hypothesis. And females in the organizational structure that all male and female employees have the same degree of organizational structure.

Table 10: The source of variance, the sum of squares, the degrees of freedom, the mean squares, the value of "F", 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
Organizational Structure	Between groups	1.202	2	0.601	0.224	Not statistically significant
	Within groups	30.302	77	0.394		
	Total	31.503	79			

The value of the "F" of the table at degrees of freedom (77, 2) and at the level of significance (0.05) = 3.11

The value of the "F" of the table at degrees of freedom (77, 2) and at the level of significance (0.01) = 4.88

It is clear from the previous table that there are no statistically significant differences in the quality of the organizational structure due to the age variable of the respondents, since the value of the calculated F is less than the value of the table F, which proves the validity of the hypothesis.

This result can be explained by the fact that employees of all ages deal with the same organizational structure, in all its dimensions, and are influenced by all of them.

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

according to the opinion of the sample. The researchers are likely to cause differences in the organizational structure of the Palestinian Authority ministries, the organizational structure of the ministries of power with the existing jobs, and not the other way around, also differed with Al-Batoush (2007).

The hypothesis of the study:

Ho 1: There were no statistically significant differences in the opinion of the respondents on the nature of the organizational structure prevailing in the Palestinian governmental universities due to the gender variable.

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

Ho 2: There were no statistically significant differences in the opinions of the sample members on the nature of the organizational structure prevailing in the Palestinian governmental universities due to the variable age.

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

Ho 3: There were no statistically significant differences in the opinions of the sample members on the nature of the organizational structure prevailing in the Palestinian public universities due 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:

The Field	Source	Total Squares	Degrees of Freedom	Average Squares	“F” Value	Level of significance
Organizational Structure	Between groups	3.544	2	1.772	4.880	Significant at (0.01)
	Within groups	27.960	77	0.363		
	Total	31.503	79			

The value of the "F" of the table at degrees of freedom (77, 2) and at the level of significance (0.05) = 3.11

The value of the "F" of the table at degrees of freedom (77, 2) and at the level of significance (0.01) = 4.88

It is clear from the previous table that there are statistically significant differences in their view of the organizational structure according to their scientific qualifications, since the value of the calculated F is less than the F value of the table.

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

Table 12: Results of the Scheffe Test to identify the trend of differences and their significance in the organizational structure scale due to the variable of scientific qualification

Qualification	Diploma	BA	Postgraduate
Diploma	-		
BA	0.292460	-	
Postgraduate	0.433333-	*0.725794-	-

* Significant at (0.05)

It is clear from the previous table that there are statistically significant differences at the level of (0.05) attributed to the variable of the academic qualification in the "organizational structure" among the holders of the qualifications of postgraduate studies with holders of bachelor's degrees in favor of holders of a bachelor's degree. This result can be explained by those with postgraduate qualifications Are often dissatisfied with the organizational structure due to the lack of appreciation of the university in the appropriate manner and the granting of jobs commensurate with their qualifications, which is to a lesser degree in the lower

educational qualifications. The table also shows no statistically significant differences between diploma holders and holders of bachelor's degrees.

Ho 4: There were no statistically significant differences in the opinion of the sample members on the nature of the organizational structure prevailing in the Palestinian governmental universities 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:

Table 13: 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
Organizational Structure	Between groups	1.182	3	0.394	0.987	Not statistically significant
	Within groups	30.322	76	0.399		
	Total	31.503	79			

The value of the "F" of the table at degrees of freedom (76, 3) and at the level of significance (0.05) = 2.72

The value of the "F" of the table at degrees of freedom (76, 3) and at the level of significance (0.01) = 4.04

The above table shows that the calculated "F" value is less than the "F" value of the table, and therefore there are no statistically significant differences in the nature of the organizational structure.

The researchers explain this finding that employees with different work experience have the same perception of the nature of the existing organizational structure and its impact on them.

Ho 5: There were no statistically significant differences in the opinions of the sample members on the nature of the organizational structure prevailing in the Palestinian governmental universities due to the variable level of employment.

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

The Field	Source	Total Squares	Degrees Of Freedom	Average Squares	“F” Value	Level of significance
Organizational	Between groups	0.556	2	0.278	0.692	Not statistically

The Field	Source	Total Squares	Degrees Of Freedom	Average Squares	“F” Value	Level of significance
	Within groups	30.947	77	0.402		
	Total	31.503	79			

The value of the "F" of the table at degrees of freedom (77, 2) and at the level of significance (0.05) = 3.11

The value of the "F" of the table at degrees of freedom (77, 2) and at the level of significance (0.01) = 4.88

The above table shows that the calculated "F" value is less than the "F" value of the table, meaning that there are no statistically significant differences in the nature of the organizational structure prevailing according to the functional level variable.

The researchers explain this finding that employees at different levels of employment have a positive perception of the nature of the organizational structure prevailing in their university.

11. CONCLUSIONS

The following results were achieved:

1. The results showed that there is a moderate degree of satisfaction with the nature of the organizational structure prevailing in the Palestinian governmental Universities from the point of view of the administrative staff, with a percentage of (63.11%).
2. The results indicate that there are no differences between the sample according to the gender variable in their perception of the nature of the organizational structure prevailing at Al-Aqsa University.
3. The results indicate that there are no differences in their perception of the nature of the organizational structure according to the age variable.
4. The results showed that there are statistically significant differences in the perception of the elements of the organizational climate according to the variable of the scientific qualification in their perception of the nature of the organizational structure in favor of holders of bachelor's degree.
5. The results indicate that there are no differences in their perception of the nature of the organizational structure according to the variable years of service.
6. The results indicated that there are no differences in their perception of the nature of the organizational structure according to the variable of the functional level (manager, head of department, administrative officer).

12. RECOMMENDATIONS

1. The managements of the Palestinian governmental universities in general and the University of Al-Aqsa in particular should be given special attention to the organizational structure and modified in a way that achieves the objectives of the university and the aspirations of the employees.
2. Universities should be given the opportunity to participate in the restructuring of the organizational structure.

3. Solve employee problems and give them the opportunity to contribute to solving their own problems.
4. Employee rotation should be used periodically.

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