

The Level of Organizational Climate Prevailing In Palestinian Universities from the Perspective of Administrative Staff

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Abstract: *The aim of this study was to identify the level of organizational climate prevailing in Palestinian universities from the point of view of the administrative staff. The researchers used the analytical descriptive method by means of a questionnaire randomly distributed among Palestinian university employees in Gaza Strip. The study was conducted on a sample composed of (280) employees. The response rate was (81.87%).*

The study found that there is a high degree of organizational climate in the Palestinian universities in Gaza Strip from the point of view of the administrative staff. The percentage reached (69.96%). The results showed that there is a high availability for all areas of the organizational climate, with one exception being the extent of the participation of employees in decision-making came medium. The order of the fields was as follows: Technology used: 74.55%, nature of work: 71.80%, communication style: 71.32% Leadership: 68.98%, organizational structure: 68.05%, and finally staff participation of decision-making: 64.91%. The results showed that there were no differences between the samples according to the gender variable in their perception of the organizational climate, with the exception of one field of work, where there were differences in favor of males. The results showed that there are no differences in the perception of employees to the organizational climate depending on the age variable.

The study reached a number of recommendations, the most important of which is that the interest of the managements of the Palestinian universities in Gaza Strip in general, and Al-Aqsa and Al-Azhar universities in particular should provide the elements of the good organizational climate, to give the opportunity for employees to participate in decision-making, the need to solve the problems of employees and give them the opportunity to contribute to solve their own problems, the use of the staff rotation method periodically, and the importance of strengthening the democratic leadership style and empowering university staff.

Keywords: Organizational Climate, Administrative Staff, Palestinian Universities, Gaza Strip, Palestine.

1. INTRODUCTION

Higher education is witnessing increasing interest in the local, Arab and international levels, as well as continuous development to meet the needs of individuals and communities, and the characteristics of the challenging era. This concern stems from the hope of these institutions on the basis of their outstanding role in leading the society. The development and development of societies, which requires a distinct academic accreditation to ensure the quality of inputs and outputs, as it has an efficient system to ensure quality and accreditation, was able to achieve its effectiveness.

The organizational climate represents the internal work environment with its various variables, characteristics and interactions. The organizational climate plays a major role in enhancing the moral and functional behavior of individuals working in terms of shaping, modifying and changing values, customs, attitudes and behavior. Hence, the organizational climate represents the personality of the Organization in all its dimensions. Creating an enabling environment for individuals will encourage the creation of conducive work environment that will instill stability for both individuals and organization. Since individuals in the effective organizational environment feel their importance in work and their ability to participate in decision-making Contributing to policy and planning and a sense of trust between management and individuals (Hamoud, 2002).

The organizational climate is characterized by rapid organizational changes, intense competition and rapid technological change, which requires the Organization to improve continuous performance and development. As the organizational climate is a description of the characteristics of the work environment, the regulatory health environment provides an opportunity to improve performance, gives a wider range of work, communication and decision-making, and provides financial and moral incentives.

The effectiveness and efficiency of individual and collective performance and the overall functioning of an organization depend on the extent to which the climate in the internal work environment influences many decisions and the behavior and attitudes towards the organization. The behavior of the individual within the organization is influenced by the environment, and towards and aware of that environment (Al-Sakran, 2004).

Building a good organizational climate for organizations, especially educational organizations, is an academic and administrative building that will have a direct impact on their performance. The researchers and administrators have become increasingly interested in the organizational climate issue and have become a major focus of their behavior.

Universities are a good example of organizations that need a good regulatory environment in order to improve the performance of their employees so that they can carry out

their vital function of society. This is the idea of the present study, as the researchers seek to examine the level of organizational climate prevailing in Palestinian universities from the perspective of administrative staff.

2. PROBLEM STATEMENT

This study aims to identify the level of the organizational climate prevailing in the Palestinian universities from the perspective of the administrative staff in order to help guide the administrations of these universities to the importance of improving it and addressing its disadvantages to the advancement of these universities and the obstacles facing them administratively and technically.

The organizational climate affects the professional life and the subject has received great attention from the researchers in order to provide suitable conditions for work both physically and intellectually and to know the factors that prevent the achievement of the objectives of the organization of work and avoid all that may affect the reality of achievement within the institution, The University has the positive influence on the society and its service as the university is a center of civilizational radiation and an adult force towards progress and prosperity. It educates public opinion about what is happening in the field of education, thought or practice. It also has to evaluate the institutions of society, its issues and problems, and the development of ideas and alternatives for the propagation of educational ideas (Ammar, 1996).

The rapid and progressive developments that the world is witnessing today in all areas of life, with the result of these changes in all life systems, necessitated a direct development of natural and human sciences and knowledge. Which impede the activities and performance of their duties to the full face, and considering the university as a social educational institution and found to achieve a set of goals starting from a group of individuals who work in an internal organizational environment characterized by certain characteristics in addition to concepts of perception This is an important topic in the current studies because of its importance in achieving good and qualitative performance that benefits the internal environment of the university as well as show the interest of the organizational climate through the relationship between the community and the impact of So on the individual.

The organizational climate is a multi-dimensional and wide-ranging subject. Our choice is to study the reality of the organizational climate. This is determined by answering the following question:

Q1- What is the level of organizational climate prevailing in Palestinian universities from the perspective of administrative staff?

3. RESEARCH OBJECTIVES

This study aims to achieve the following objectives:

1. To shed light on the elements of the prevailing organizational climate in the Palestinian universities in Gaza Strip.

2. Identification of differences in the prevailing organizational climate in Palestinian universities in Gaza Strip according to demographic variables (gender, age, years of service, job level).
3. Making suggestions and recommendations the management of Palestinian universities in Gaza Strip and all departments working in the field of education helps to improve and improve the organizational climate.

4. RESEARCH IMPORTANCE

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

1. It can help decision-makers and human resources managers in Palestinian universities in Gaza Strip to identify the dimensions of the relationship between the organizational climate prevailing in the universities to create the appropriate organizational climate and correct what needs to correct or enhance what is positive.
2. 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.
3. That it dealt with an important subject of organizational behavior, the organizational climate, and its vital role in influencing many other variables within the organization related to employees.
4. 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.

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 are no statistically significant differences in the opinions of the sample members at the level of the prevailing organizational climate in the Palestinian universities due to the gender variable.

Ho 2: There are no statistically significant differences in the opinions of the sample members at the level of the prevailing organizational climate in the Palestinian universities due to the variable age.

Ho 3: There are no statistically significant differences in the opinions of the sample members at the level of the prevailing organizational climate in the Palestinian universities due to the variable years of service.

Ho 4: There are no statistically significant differences in the opinion of the sample members in the level of the organizational climate prevailing in the Palestinian universities due to the variable level of employment.

6. RESEARCH VARIABLES

- **Independent variables:** elements of organizational climate (organizational structure - leadership style - extent of employee participation - communication pattern - nature of work - technology used).
- **Demographic and organizational variables** (gender, age, years of service, job level).

7. 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 University, Al-Azhar University, and Al-Aqsa University). 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 in 2018 and therefore represents the reality at this time.

8. TERMINOLOGY OF STUDY

- **Organizational climate:** Organizational climate is the quality of the internal environment in which a particular organization prevails. System employees are familiar with the climate of their system through their experiences and ways of co-existence within the system. This affects their behavior and the way they perform their role requirements (Kangis et al., 2000) the organizational climate can be defined as "a reflection of the internal organizational characteristics of the organization in the mind of its employees, which leads the individual to perceive a certain conception of organization that is relatively stable and significantly determines its organizational behavior." (Abdeen and Abu Samra, 2000) The set of characteristics and characteristics that distinguish the workplace, so that it can distinguish between the institution and (Bahr, 2005) as a "set of characteristics and characteristics of the organization's environment that affect the behavioral frameworks of individuals, groups and organizations alike, by which the means of satisfaction and motivation are determined and which affect the efficiency and effectiveness of the project in achieving the objectives.
- **Procedural definition:** A review of the previous definitions of organizational climate can be defined as a "set of elements and characteristics of the organization's internal and distinct environment, which can be realized through the interaction of individuals and groups alike with organizational changes in the work environment. Relative to their ability to influence the motivation and behavior of employees. "

9. LITERATURE REVIEW

- Study of (Al Shobaki et al., 2018) aimed to identify the performance of the administrative staf 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 staf 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 staf, as the percentage reached (81.51%). The results showed that there were no dif erences in the perception of the employees according to the variables "age, years of service, job level (manager, head of department, administrative of icer), place of work". The results showed that there are dif erences in the perception of employees to perform the function depending on the university variable, where the results indicated that there are statistically significant dif erences 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 staf 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 AlAzhar 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 no 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 .
- A study (Jassim and Hammoud, 2011) aimed at discovering the relationship between the elements of the organizational climate and the management of the university performance through the development of a number of main hypotheses, which states that there is a relationship of significant effect for all elements of the organizational climate in the management of university performance. A sample of (50) faculty members at the University of Muthanna. The study found that there is a relationship between the organizational climate and the management of the university performance, where it was found that there is a relationship of the effect of the elements of the organizational climate in the management of the university performance except the variable participation in decision-making. While the change in leadership style has the highest level of agreement. The study recommended that the university administration take care of the organizational climate by paying attention to its available elements and not available in the work environment in order to improve performance.
- Study of (Al-Jassimi, 2011), which aims at trying to know the current organizational climate in the Faculty of Management and Economics, which is one of the most important elements of the success of any organization. The following dimensions of climate (leadership, working conditions, organizational structure, Evaluation of performance, and teamwork), and study the impact of attitudes of faculty members on these areas according to sex, and the qualification of the study, and the study was conducted on (40) individuals. The study found that there is a good organizational climate, and that there are significant differences in the organizational climate according to gender and scientific qualification. It also showed a strong impact on the organizational structure. The study recommended the need to keep pace with improving the organizational climate. Appropriate action, and further encourage the participation of decision makers
- Study of (Bahr and Abu Swirih, 2010) The aim of the study was to identify the extent of statistical differences in the attitudes of employees 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 the absence of statistically significant differences in the opinions of the sample members on the degree of influence of the elements of the organizational climate on the performance of the administrative staff due to gender, age, academic qualification and place of work.

- 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 (Fill, 2005) the study aimed at examining the relationship between the characteristics of the organizational climate and the functional combustion among faculty members. The study sample reached (103) members. The results showed statistically significant differences among the respondents in their understanding of the relationship between the organizational climate and the functional combustion due to personal variables that include age, specialization, years of service, training courses, income and academic level.
- Study of (Aldqas, 2005) Which aims to identify the attitudes of employees towards the organizational climate in the Jordanian company for the production of medicines, by answering several questions about the organizational climate, which consists of six dimensions: administrative organization, personnel behavior, decision-making, A random sample of (110) individuals representing the studied society was selected. In order to achieve the objectives of the study, a questionnaire was developed containing (30) paragraphs for the dimensions of the organizational climate. The results of the study showed that the organizational climate prevailing in the company is

positive for all its dimensions from the point of view of the employees. The results showed that there are statistically significant differences in the attitudes of the employees toward the organizational climate due to certain qualitative variables of the employees such as gender, social status and age. On the importance of positive organizational climate in order to achieve the objectives of institutions and employees, and to pay attention to the development of the workforce to improve the efficiency of its performance and enhance its role in the production process.

- Study of (Al-Sakran, 2004) the aim of this study was to identify the attitudes of the security sector towards the prevailing organizational climate in this sector and the relation to their performance. One of the most important findings of this study was the high positive attitudes of SS officers towards work systems and procedures. The presence of positive trends high among the officers of the security forces towards administrative communication as one of the axes of the organizational climate affecting the improvement of the performance of the job. 3 - The existence of positive trends high among private security officers towards the axis of "employee perception of his role" as one of the axes of performance. The study recommended the following: The need for the attention of officials in the private security forces sector to the components and elements of the organizational climate. And to ensure the development and rehabilitation of the intellectual capacity of all employees in the private security forces. The motivation of the employees of the private security forces sector by supporting them with more material and moral incentives.
- Study of (Hawamdeh, 2003) The aim was to identify the perceptions of the educational leaders of the prevailing organizational climate in the directorates of education in Jordan, and the level of their administrative creativity, in addition to defining the correlation between the organizational climate and the level of administrative creativity. The study sample consisted of (264) educational leaders in Jordan. The results of the study showed that the perceptions of the educational leaders of the organizational climate prevailing in their directorates, positive perceptions, and that there is a positive relationship between organizational climate and managerial creativity.
- Study of (Al-Muasher, 2001) was conducted on members of administrative bodies working in private and official Jordanian universities. The study aimed at assessing the prevailing organizational climate in these universities. The study showed that the level of the organizational climate prevailing in the Jordanian universities under study is moderate. The study also showed that there are statistically significant differences between the dimensions of the organizational climate and the independent variable for the benefit of the private universities and also showed significant

differences between the organizational climate and other variables such as scientific qualification and years of experience, while no differences were found between organizational climate and gender.

- 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.
- Study of (Abdeen and Abu Samra, 2000) Which aims to identify the perceptions of faculty members at Al-Quds Open University to the prevailing organizational climate, and the impact of gender variables, the type of college and years of experience. The study included (182) faculty members. The results of the study showed the low level of the university staff's estimates of the organizational climate in general. The levels of estimation varied according to the specific climatic areas. The results showed different perceptions of the organizational climate according to gender (for females), and different years of experience in favor of lower expertise. The need to pay attention to the policy of incentives and professional advancement of employees, and rationalize administrative functions supporting the improvement of the organizational climate at the university.

10. THE THEORETICAL FRAMEWORK OF THE STUDY

The organizational climate represents the internal work environment with its various variables, characteristics and interactions. The organizational climate plays a major role in enhancing the moral and functional behavior of individuals working in terms of shaping, modifying and changing values, customs, attitudes and behavior ... The organizational climate includes methods, methods, tools, standards and interacting elements within the work environment (Hamoud, 2002). Thus, the organizational climate represents the organization's character in all its dimensions. Its success in creating an atmosphere conducive to individuals will

encourage the creation of a working atmosphere that will instill stability and stability for both individuals and organization. Individuals in the effective organizational environment feel their importance in working and their ability to participate in decision-making, contribute to policy-making and plans and have a sense of mutual trust (Al-Louzi, 1999).

First- Organizational Climate Concept:

The researchers' view of the organizational climate varied. Some of them emphasized the characteristics of the internal environment in determining the nature of the organizational climate. They defined the concept of the organizational climate as those characteristics that characterize the internal environment of the organization without mentioning the external environment and its impact on the organizational climate. In addition to the internal environment in determining the nature of the organizational climate, as well as there is to determine the organizational climate factors and conditions of social and psychological prevailing in the organization, and there are also referred to the physical factors within the organization in addition to social and psychological conditions (Bahr and Abu Swirih, 2010).

It is clear that the organizational climate refers to the set of characteristics and characteristics of the organization's environment that affect the behavioral frameworks of individuals, groups and organizations alike, whose impact is determined by achieving satisfaction and motivation or reflects the organization's ability to achieve its objectives efficiently and effectively (Hamoud, 2002).

In examining the above definitions, the organizational climate can be seen as:

1. A set of characteristics and elements characterized by an organized environment.
2. These characteristics are realized through interaction between individuals and groups within the organization with organizational variables in the work environment
3. These properties are relatively stable.
4. These characteristics affect employee motivation and behavior.

Elements and dimensions of the organizational climate:

The organizational climate represents the organization's character in all its dimensions, and its success in creating a climate conducive to individuals will encourage the creation of a working atmosphere that will instill stability and stability for both individuals and organization. Individuals in the effective regulatory environment feel their importance in work and their ability to participate in the Decision-making and contribution to policy-making and a sense of a high degree of mutual trust (Hamoud, 2002).

In the literature on the organizational climate, there is a clear overlap between the elements of the organizational climate and its dimensions.

There are those who point out that the elements are the general frameworks that accommodate the dimensions of the organizational climate (Al-Qariuti, 1994). They are most beautiful in external factors (physical environment, socio-cultural environment) and internal factors (central, size,

technical), (Leadership style, control, and motivation), while others are limited to defining the organizational climate dimensions of organizational structure, organization, and objectives (Douglas, 2005).

Dimensions of the organizational climate:

1. **The requirements of job performance:** and the associated dimensions capable of creating creativity and innovation in performance and away from the state of monotony and boredom and routine, which contributes to the perpetuation of idle and boredom and not to raise the spirit of creativity, innovation and challenge in the individual (Hamoud, 2002).
2. **The amount of security and risk that characterizes the work:** It can be said that the more the sense of security of employees in the field of work, and whenever they feel that they are not threatened in their work, this creates a good organizational climate (Al-Kutbi, 2005).
3. **Organizational culture:** It is a combination of interrelated elements that interact daily to form an organizational culture. Organizational culture has an effective impact on individuals and the overall performance of the organization. A strong organizational culture provides employees with a clear vision and a deeper understanding of how business leads to low turnover and quick response to senior management decisions (Jad Al-rab, 2005).
4. **The efficiency of the communication and information systems in the organization:** The more efficient the system of communication and the information system in the organization, the more the ability to share clear and sound information between the staff and the employees and between the employees and each other is high (Al-Kutbi, 2005).
5. **Training and management development:** Training plays a key role in the development of human skills, which is one of the most successful investments in achieving the targeted achievement. In particular, increasing efficiency and effectiveness of individuals can only be achieved through encouraging individuals to adopt training and development programs, (Hamoud, 2002). Administrative development is a continuous activity aimed at developing managerial behavior and developing the capacities of the managers of the organization through the knowledge and skills acquired through administrative development programs (Al-Kutbi, 2005).
6. **The flexibility of regulation:** The more flexible the organization is and the ability to absorb variables, the better the organizational climate. The flexibility here is not intended to destabilize the organization, but it means the organization's ability to absorb the changes and contain a change in the organizational structure or without collapse (Al-Kutbi, 2005).
7. **Ambiguity:** It is the extent of ignorance in functional relationships which may result from a lack of available information or because of the ignorance of the behaviors

- required in the performance of the work or the lack of familiarity with the consequences of the consequences of some behaviors, and this ambiguity results in frustration, indifference, or lack of self-confidence or lack of job satisfaction (Jad Al-rab, 2005).
8. **Incentives:** It is the power that aims at arousing the motivations inherent in individuals. The choice of individuals for a given behavior depends on the degree to which it will be expected. This incentive encourages individuals to repeat the behavior that involves the realization of the expected benefits and the incentives provided to satisfy the required needs, therefore, the organization must develop a system of incentives, whether material or moral, to ensure that individuals are encouraged to work and raise the level of performance (Jad Al-rab, 2005).
 9. The nature of the work of individuals: Whenever the actions or jobs performed by individuals are challenging and non-routine, this helps eliminate boredom, develops creativity and activates creative thinking among individuals (Al-Kutbi, 2005).
 10. The objective of promotion is to move the individual from the job in which he works to a wider position in its powers and responsibilities. It can be said that the higher the promotion system is based on objectivity and impartiality, the more it will create a good organizational climate (Al-Kutbi, 2005).
 11. **Types of administrative authority:** The type of administrative handling and authority exercised by senior management plays a key role in this regard, since the centrality of dealing with individuals is often characterized by a spirit of authoritarianism and inflexibility, which leads to boredom and boredom in dealing with it, unlike decentralization in the implementation of power, they are often flexible and love Participate in policy-making and decision-making, contributing to innovation and innovation (Hamoud, 2002).
 12. **Stability and job security:** The various dimensions of social and health security and the functional benefits associated with the organization represent security, stability and stability. These requirements will create psychological stability, contribute to the morale of individuals, and improve performance and increase productivity and quality (Hamoud, 2002).
2. The organizational climate plays an important role in influencing the behavioral outcomes of employees in any organization where the climate constructs and crystallizes the ethical and professional behavior of the organizations' employees in terms of shaping and modifying the values and trends they hold, and the behaviors they show at the workplace. Creating an atmosphere of stability, trust and high morale among employees (Al-Qatawneh, 2000).
 3. The organizational climate plays an important role in the organizational development process. It is an important indicator for measuring the satisfaction of individuals with the organization. Control and control of organizational climate dimensions enable the organization to control the human behavior of individuals and make it work (Al-Qatawneh, 2000).).
 4. Identifying the nature of the organizational climate prevailing in an organization contributes to the identification of the organizational behavior of individuals and groups within the organization and therefore to the interpretation and control of such behavior. The appropriate institutional climate is the key to successful management. The institutional climate contributes to the development of performance and achieving the objectives of the organization efficiently and effectively.
 5. The attention and organizational importance of the organizational climate is of fundamental importance in the organization's plans, programs and procedures. It seeks to achieve the goals through the fact that the organization is a purposeful social unit whose activities and activities are intertwined and complex in different fields and fields of practice (Hamoud, 2002).

Organizational climate patterns:

Each organization has its own organizational climate with its different dimensions and elements, and the patterns and levels of the organizational climate are different (Halpin & Croft, 2005) that the organizational climate as a gradual step is connected, extending from the open climate at one end to the closed climate at the opposite end. Along the scale Halben and Crovet distinguish between six types of organizational climate as follows:

1. Open Mode:

It is characterized by its representation of effective organizations, where employees in such a climate type feel highly interdependent, and this climate meets the needs of social employees. Where the organizational climate, positive or open, provides a supportive, supportive and stimulating regulatory environment for innovation, responsibility and risk to develop work methods, improve performance, ensure its proficiency and quality. There is no doubt that the organizational climate, which is concerned with building friendly relations between presidents, subordinates and colleagues will provide a supportive environment for the effective functioning of employees.

2. The climate of self-management (independence):

The importance of the organizational climate:

The importance of the organizational climate can be determined by the following points:

1. The effectiveness of individual and collective performance and the overall performance of the organization depends on the impact of the climate in the internal work environment on many decisions and on the behavior and trends towards the organization. The behavior of the individual within the organization is influenced by the environment and its attitudes towards and understanding of the environment (Al-Sakran, 2004).

In this climate, the leader exercises his powers through the community to which he belongs. In this pattern, he is highly moral and satisfies the social needs but not the same in the open climate.

3. Climate oriented:

In this pattern, attention is focused on working with a lack of personal relationships and neglect of the needs of employees.

4. Familiar climate (family):

Is characterized by a strong familiarity between all managers, where all efforts directed towards their social needs, without sufficient attention to achieve the objectives of the organization, and morale is moderate to lack of job satisfaction.

5. Parental climate:

The leader controls all organizational activities, does not allow participation in decision-making, and prevents the emergence of any individual initiatives among his managers, which reflects negatively on the degree of satisfaction of employees, and low morale prevails due to the lack of adequate satisfaction to achieve the work and their social needs.

6. Closed climate:

This is characterized by stagnation and stagnation of employees because of their lack of satisfaction of their social needs or lack of satisfaction with the work, the manager is unable to direct "employees to accomplish the work and at the same time does not want to pay attention to their social needs and low morale.

Fifth: Organizational Climate Levels:

Organizational climate levels can be divided into three levels: the organizational climate at the organizational level, the organizational climate at the level of a group of individuals, and the organizational climate at the individual level.

1. Organization-wide organizational climate:

This organizational climate is perceived equally among individuals within the organization, meaning that all individuals within the organization understand the characteristics of the organization and their internal working conditions uniformly (Imran, 1996).

2. Organizational climate on a group of individuals:

Each group of individuals in a particular department or department recognizes the organizational climate differently from other individuals in another department or department, as a result of the difference in location within the organizational structure or the difference in the nature of the work.

The level of organizational climate is almost unanimous when it comes to understanding the climate. The perception of each group of organizational climate is reflected in their direction of work, they have common attitudes and values towards work, which leads to their understanding of the organizational climate differently from others. Therefore, knowledge of individual attitudes and values in interpreting their understanding of the organizational climate (Kamel, 1994).

3. Organizational climate at the individual level:

This is the result of many different demographic and organizational factors such as age, gender, educational level, experience, location of the individual within the organizational structure, And other factors affecting the performance of the worker within the organization, and the degree of satisfaction of the job.

Thus, the quality of an individual's perception of the organization's organizational climate is largely determined. Each individual recognizes the characteristics of his organization and the circumstances surrounding his / her work environment, then activates this information stored in his / her memory, representing its characteristics and values. As a result of interaction between individual characteristics and organizational characteristics (Imran, 1996).

Palestinian Universities in Gaza Strip

There are three main universities in 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 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 Gaza Strip.

Employees in Palestinian Universities in Gaza Strip:

Administrative staff in Palestinian universities is an essential component of the organizational structure of Palestinian universities. Without these employees, universities can not 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.

Since administrative staff are a significant part of the staff of these universities and are responsible for the provision of administrative services in addition to teaching services, universities are required to provide them with a healthy and appropriate organizational environment to perform their work well, which enhances their loyalty to these universities And to achieve the messages that were created for them.

11. FIELD STUDY

First- Methodology of the study:

This study is based on the analytical descriptive approach to describe and describe the phenomenon to be studied. In fact, 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 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 sample of the sample was used by the researchers to verify the validity and stability of these tools. The sample size was 32 administrative staff.
- B. The random stratified sample method was used in the study. The sample was composed of (280) employees. The response rate was (81.87%). The sample distribution and response rate were as follows:

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
The ratio	%45	%24	%31	100%
Sample size required	274			
Sample required by university	123	72	85	280
Number of respondents	111	71	80	262
Response rate	77.08%	98.61%	80.80%	93.57%

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 roundabout	Technical circles	262
	81	24	143	14	

Fourthly- Study tool:

Since the nature of the hypotheses and the variables involved are the ones that control the choice of the appropriate tool, accordingly, the researchers have prepared a measure for that study commensurate with its objectives and mandates, which

is the measure of the organizational climate in the universities. The process of designing and preparing the study scale has gone through several stages and steps:

1. To view the literature on organizational climate 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.

Organizational Climate Scale in Universities:

The researchers designed this scale according to the following steps:

- The objective was to design the organizational climate scale at the universities, with the aim of applying it to the administrative staff of the Palestinian universities in Gaza Strip for data to be analyzed and interpreted to answer the study's questions.
- The researchers learned about the concept of organizational climate in the institutions of higher education by studying the relevant literature and previous studies. (6) areas for the organizational climate were adopted, as shown in the following table:

Table 3: shows the dimensions of the organizational climate scale in universities

No.	The Fields	Number of paragraphs
The First Field	Organizational Structure	10
The Second Field	Leadership style	10
The Third Field	The employees extent of participation in decision making	10
The Fourth Field	Contact Style	10
The Fifth Field	work nature	10
The Sixth Field	Technology used	10

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

- Suitable phrases for the concept of the organizational climate and its areas according to definition.
- Suitable for administrative staff (respondents).
- Clarity of meaning and its absence of mystery.
- His linguistic integrity.

Scale units:

The final sample included 60 words distributed in six fields according to Table (3).

How to correct the meter:

The five-dimensional Likert scale was used to measure the respondents' responses to the questionnaire sections according to Table 4:

Table 4: Scale of the five-dimensional Likert scale

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

Validity measure:

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

1. **Authentic honesty:** The researchers verified the validity of the tool ostensibly by presenting it to a select group of PhD holders in business administration (8). The apparent honesty indicates the general appearance of the test in terms of its relevance to the subjects, the affiliation of the phrase to the field, Drafting 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. 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 5: Validity coefficients for each paragraph with the total score of its field

Dimensions of The Organizational Climate					
Organizational Structure	Leadership Style	The Employees Extent of Participation in Decision Making	Contact Style	Work Nature	Technology Used

Item Number	Honesty level	Level of significance	Item Number	Honesty level	Level of significance	Item Number	Honesty level	Level of significance	Item Number	Honesty level	Level of significance	Item Number	Honesty level	Level of significance	Item Number	Honesty level	Level of significance
1.	0.381	0.05	1.	0.643	0.01	1.	0.771	0.01	1.	0.782	0.01	1.	0.563	0.01	1.	0.757	0.01
2.	0.651	0.01	2.	0.829	0.01	2.	0.811	0.01	2.	0.711	0.01	2.	0.381	0.05	2.	0.734	0.01
3.	0.439	0.01	3.	0.805	0.01	3.	0.533	0.01	3.	0.756	0.01	3.	0.366	0.05	3.	0.574	0.01
4.	0.722	0.01	4.	0.761	0.01	4.	0.610	0.01	4.	0.732	0.01	4.	0.604	0.01	4.	0.451	0.01
5.	0.735	0.01	5.	0.773	0.01	5.	0.713	0.01	5.	0.767	0.05	5.	0.640	0.01	5.	0.807	0.01
6.	0.366	0.05	6.	0.696	0.01	6.	0.470	0.01	6.	0.821	0.01	6.	0.692	0.01	6.	0.818	0.01
7.	0.557	0.01	7.	0.788	0.01	7.	0.738	0.01	7.	0.745	0.01	7.	0.591	0.01	7.	0.782	0.01
8.	0.645	0.01	8.	0.835	0.01	8.	0.367	0.05	8.	0.742	0.01	8.	0.715	0.01	8.	0.857	0.01
9.	0.359	0.05	9.	0.807	0.01	9.	0.714	0.01	9.	0.656	0.01	9.	0.535	0.01	9.	0.585	0.01
10.	0.483	0.01	10.	0.744	0.01	10.	0.694	0.01	10.	0.770	0.01	10.	0.457	0.01	10.	0.796	0.01

Table 6: Correlation coefficients for dimensions and the total score of the organizational climate scale in universities

No.	The fields	Coefficient of correlation	Level of significance
1.	Organizational Structure	0.721	Sig at 0.01
2.	Leadership style	0.862	Sig at 0.01
3.	The employees extent of participation in decision making	0.778	Sig at 0.01
4.	Contact Style	0.797	Sig at 0.01
5.	work nature	0.744	Sig at 0.01
6.	Technology used	0.742	Sig at 0.01

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

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 questions and even questions, and obtained the stability coefficients shown in the following table.

Table 7: The coefficient of stability of the organizational climate scale in universities

No.	The fields	Number of item	Correlation coefficient before adjustment	Correlation coefficient after adjustment	Level of significance
1.	Organizational Structure	10	0.341	0.480	Significant at 0.01
2.	Leadership style	10	0.763	0.866	Significant at 0.01
3.	The employees extent of participation in decision making	10	0.648	0.787	Significant at 0.01
4.	Contact Style	10	0.778	0.875	Significant at 0.01
5.	work nature	10	0.565	0.722	Significant at 0.01
6.	Technology used	10	0.588	0.741	Significant at 0.01
Total field		60	0.628	0.771	Significant at 0.01

It is clear from the previous table 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 8: A correlation matrix between the dimensions of the organizational climate scale in universities

The Fields	Organizational Structure	Leadership Style	The Employees Extent Of Participation In Decision Making	Contact Style	Work Nature	Technology Used
Organizational Structure	1					
Leadership style	**0.622	1				
The employees extent of participation in decision making	**0.641	**0.681	1			
Contact Style	*0.427	**0.507	**0.501	1		
work nature	*0.409	**0.592	**0.467	**0.573	1	
Technology used	*0.364	**0.547	*0.362	**0.652	**0.506	1
Total field	*0.721	**0.862	**0.778	**0.797	**0.744	**0.742

** Significant at (0.01)

* Significant at (0.05)

We note from the previous correlation matrix table that all correlation coefficients between the dimensions of the scale are statistically significant at (0.05), which assured the researchers that the scale is valid and valid for application.

2. **Alpha Cronbach's coefficient of persistence:** The researchers used the α -cronbach coefficient to calculate the stability coefficient for all the terms of the scale, where the general correlation coefficient (0.862) 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- , and then the researchers performed the coefficients of Alpha Cronbach between the terms of each field separately and is shown in the following table:

Table 9: shows the coefficients of Alpha Cronbach for each of the dimensions of the organizational climate scale in universities

No.	The fields	Coefficient of alpha-cronbach stability
1.	Organizational Structure	0.667
2.	Leadership style	0.919
3.	The employees extent of participation in decision making	0.853
4.	Contact Style	0.910
5.	work nature	0.731
6.	Technology used	0.897

The above table shows that alpha-cronbach coefficients are all above (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. Shivi post-test to measure the direction of differences.

Answer the study question which states:

What is the level of organizational climate prevailing in Palestinian universities from the perspective of administrative staff?

In order to answer the study questions, the five-likert scale was used in the preparation of the study instrument. The following table illustrates this:

Table 10: 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 (4.19: 3.40) indicate that there is a large degree in the

elements of the field. More than (4.20) 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 tables:

First field: Organizational Structure:

Table 11: Frequency, Mean, Standard Deviation, Percentages, and Ranking of Responses of Sample Members in the Field of Organizational Structure in the Organizational Climate Scale at Universities

No.	Item	Total Scores	Average (5)	Standard Deviation	Percentage	Paragraph order
1.	De-organizational of the university with its general objectives	943	3.63	0.906	72.60%	2
2.	The functions are consistent with the nature of the organizational structure	886	3.43	0.890	68.60%	5
3.	The organizational structure of the department (the Deanship) I work in is well designed	895	3.44	1.002	68.80%	4
4.	The organizational structure of the university is distinguished by the clarity of relations between presidents and subordinates	869	3.36	1.018	67.20%	7
5.	The organizational structure of the university is flexible	824	3.17	1.022	63.40%	9
6.	There is no overlap and duplication of work and functions within the university	808	3.11	1.023	62.20%	10
7.	Help the division of labor in the organizational structure of the university to achieve its objectives	953	3.68	0.912	73.60%	1
8.	The organizational structure of the university leads to a rapid completion of the work	920	3.55	0.969	71.00%	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	853	3.29	1.147	65.80%	8
10.	There is a high level of mobile communication between the organizational structure part	874	3.37	0.937	67.40%	6
Total degree of organizational structure		884.61	3.4024	0.6687	68.05%	

The above table shows the results obtained in the organizational climate in the organizational structure by presenting the arithmetic averages of the field paragraphs. The averages were between 3.11 and 3.68.

From the above table, we note that all the paragraphs range from medium to high, with five paragraphs in this area having a high percentage between (68%) and (83.90%), five paragraphs received a medium score (52.00%) and (67.90%), the paragraph (the division of labor in the organizational structure of the university helps achieve its objectives) has reached the highest percentage (73.60%) followed by the paragraph (the organizational structure of the university corresponds to its general objectives) in second place by percentage (72.60%), then the paragraph (the organizational structure of the university leads to faster completion of the work) in third place and by percentage (71.00%), the paragraph (no overlap and duplication of work and functions

within the university) came in last place by percentage (62.20%), the total score for the field was a percentage (68.05%) a high degree.

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.

This finding is consistent with Bahr and Abu Swirih (2010), which found a high degree of satisfaction with the organizational structure of the Islamic University, and also agrees with Al-Sakran (2004), which showed positive attitudes towards the organizational structure. The results of the study were also supported by Al-Jassimi (2011), Al-Saffar (2009), Jassim and Hammoud (2011), the study of the existence of the organizational climate and the similarity of the sample in terms of age and years of service. (Gratto, 2001), which showed that the organizational structure is one

of the most important elements of the climate Lemme that are 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's ministries is not good according to the opinion of the sample. The researchers are

Table 12: Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in the Field of Leadership in the Organizational Climate Scale at Universities

No.	Item	Total Scores	Average (5)	Standard Deviation	Percentage	Paragraph order
1.	The leadership style of the university helps them to progress and progress	260	3.53	1.095	70.60%	5
2.	Managers' decisions are clear	260	3.56	0.979	71.20%	2
3.	Encourages thoughtful change managers	258	3.41	1.048	68.20%	7
4.	Direct staff allows staff to participate in decision-making related to their work	259	3.47	1.028	69.40%	5
5.	Direct staff work to motivate employees and encourage them to change, innovate and innovate	259	3.32	1.087	66.40%	9
6.	Management provides me with the necessary support to do my work and the duties required of me	260	3.33	1.065	66.60%	8
7.	There is trust and cooperation between the direct and subordinates	258	3.53	0.979	70.60%	3
8.	The direct supervisor encourages his subordinates to express their views and suggestions	259	3.46	1.012	69.20%	6
9.	My direct staff shows great interest in my wishes	259	3.28	1.057	65.60%	10
10.	I am encouraged by my direct staff to solve my own business problems	260	3.59	1.038	71.80%	1
Total degree of driving style field		260	3.4491	0.7930	68.98%	

The above table shows the results obtained in the organizational climate in the field of leadership style by presenting the arithmetic averages of the field paragraphs. The averages were between (3.33 and 3.53).

From the above table, we note that all the paragraphs range from medium to high, with seven paragraphs in this area having a high percentage between (68%) and (83.90%) there were also three paragraphs with a middle grade (52.00%) and (67.90%), the paragraph (I am encouraged by the direct officials to solve business problems myself) got the highest percentage (71.80%) followed by the paragraph (the decisions of managers are clear) in second place by percentage (71.20%), then the paragraph (there is trust and cooperation between the direct official and subordinates) in third place and by percentage (70.60%), a paragraph (direct officials showed great interest in my wishes) ranked last in

Table 13: Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in the Scope of Participation of Decision-Making Employees in the Organizational Climate Scale

No.	Item	Total Scores	Average (5)	Standard Deviation	Percentage	Paragraph order
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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, not the other way around, also differed with Al-Batoush (2007).

The second field: Leadership style:

percentage (65.60%), the total score for the field was a percentage (68.98%)

A high degree.

This result indicates that university staff is satisfied with the leadership style of these universities and the degree of cooperation and trust between leaders and subordinates.

This finding is in line with the results of the Bahr and Abu Swirih (2010) study with a high degree of satisfaction with the leadership style. There is also trust and cooperation between the leadership and staff at the university. The university also has a supportive leadership that encourages subordinates to express their views, make suggestions and respond to subordinate proposals. The result was a study (Jassim and Hammoud, 2011) which showed that the driving style was the highest.

The third field: The employees' extent of participation in decision making:

No.	Item	Total Scores	Average (5)	Standard Deviation	Percentage	Paragraph order
1.	Employees participate in setting goals for departments and departments.	262	3.23	1.076	64.60%	5
2.	Decision-makers resort to consultations before making decisions to determine their results and effects	261	3.21	0.975	64.20%	7
3.	Employees have the power and authority to make decisions about their work and take responsibility	262	3.23	0.995	64.60%	6
4.	Management philosophy allows employees to solve their own problems	259	3.20	0.970	64.00%	8
5.	Management is keen to involve subordinates in decision-making	262	3.01	1.019	60.20%	9
6.	The problems facing the departments and divisions are solved collectively	262	3.24	1.057	64.80%	4
7.	Different alternatives are evaluated and available before decisions are made	258	3.31	0.961	66.20%	3
8.	The level of cooperation between colleagues is appropriate	261	3.74	0.860	74.80%	1
9.	Employees are involved in developing performance standards related to their functions	261	3.35	0.964	67.00%	2
10.	Employees participate in the process of evaluating their performance	260	2.91	1.092	58.20%	10
The overall degree of participation in decision-making		262	3.2457	0.7090	64.91%	

The above table shows the results achieved in the organizational climate in terms of the extent of participation of decision-makers by presenting the arithmetic averages of the fields. The averages were between (2.91 and 3.74).

Note from the previous table that all paragraphs range from medium to high, as there is one paragraph in this area was a high percentage between (68%) and (83.90%) in addition, nine paragraphs received a middle grade between (52.00%) and (67.90%), the paragraph (level of cooperation among suitable colleagues) has reached the highest percentage (74.80%) followed by the paragraph (employees involved in the development of performance standards related to their jobs) ranked second in percentage (67.00%), then the paragraph (different alternatives available before decisions are made) is ranked third and by percentage (66.20%), a paragraph (employees involved in the evaluation of their performance) ranked last in percentage (58.20%), the total score for the field was a percentage (64.91%) which is a middle grade.

As a result, there are some positive aspects in the participation of decision-makers such as cooperation between colleagues and the participation of employees in the development of their work standards. However, there is a shortage in this area, especially in the participation of

employees in evaluating their performance. The staff assessment process is still used and does not inform employees of the results of their evaluation or discussion, which requires university administrations to address these problems, to identify shortcomings in the participation of the employees in the decision-making process and to try to address this deficiency.

This finding is consistent with the study of Bahr and Abu Swirih (2010), which showed a relative weight of 65.46%. This indicates that there is an average level of cooperation among colleagues, and that the employees participate to a certain extent in setting the objectives of the work units and decision. This finding was also agreed with Al-Sakran (2004), which showed positive approval for the participation of decision makers. The researchers attributed the reason for this result to the scientific level and service of the sample. This result was opposed with Al-Shanti (2006) , Which showed a negative trend among respondents in the PNA ministries on the extent of participation The findings differ from the findings of the study (Jassim and Hammoud, 2011) and the study (Al-Batoush, 2007) Where there was a weakness in the participation of employees in the decision-making process.

Field Four: Contact Style:

Table 14: Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in the Field of Communication in the Organizational Climate Scale at Universities

No.	Item	Total Scores	Average (5)	Standard Deviation	Percentage	Paragraph order
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No.	Item	Total Scores	Average (5)	Standard Deviation	Percentage	Paragraph order
1.	The University's communication system contributes to the achievement of the University's objectives	262	3.69	0.905	73.80%	2
2.	Make contact between superiors and subordinates very quickly	261	3.54	0.982	70.80%	7
3.	The university communication system contributes to the provision of information for decision making	261	3.61	0.933	72.20%	3
4.	The University uses all channels of communication and in all directions (ascending - down - horizontal)	262	3.58	0.951	71.60%	5
5.	The Department is making an effort to overcome communication constraints.	262	3.56	0.944	71.20%	6
6.	The University uses modern and advanced means of communication.	262	3.61	0.919	72.20%	4
7.	The information transmitted through the communication is extremely accurate and clear	261	3.51	0.875	70.20%	9
8.	Superior administrative levels can be contacted without hindrance	261	3.31	1.053	66.20%	10
9.	The connection between the department / deanship and between the departments and other deanships is done with ease	262	3.71	0.852	74.20%	1
10.	Administrative communication at the university is flexible	262	3.54	0.957	70.80%	8
The total degree of contact style field		262	3.5662	0.7221	71.32%	

The above table shows the results obtained in the organizational climate in the field of communication mode by presenting the arithmetic averages of the field paragraphs. The averages were between (3.31 and 3.71).

We note from the previous table that all the paragraphs range from medium to high, with nine paragraphs in this area having a high percentage between 68% and 83.90%. One paragraph also achieved a moderate score between 52.00% (67.90%), the paragraph (the connection between the department / deanship and between the departments and other commas with ease) reached the highest percentage (74.20%) followed by the paragraph (the university's communication system contributes to the achievement of the university goals) in second place by percentage (73.80%), then the paragraph (the university communication system contributes to providing the necessary information) in third place and by percentage (72.20%), in the last rank, the highest levels of management can be reached without any obstacles (66.20%), the total score for the field was a percentage (71.30%) a high degree.

This result indicates that the communication system in the universities is good. There is ease of communication among the different departments in the university. The communication mode contributes to the university's achievement of its goals and to provide the necessary information.

This result is consistent with the study of Bahr and Abu Swirih (2010), which concluded that the university communication system is good as it contributes to the achievement of the University's goals, and that the university uses modern and advanced means of communication to facilitate communication between university units and departments. (Al-Shanti, 2006), Gratto (2001), Al-Louzi and Zahrani (2012) and Al-Batoush (2007). These studies show that the type of communication used in these institutions is appropriate. The result is the rapid access to information and the completion of the work and the means of communication used in the institutions applied by the study, and any It agreed with a study (Al-Sakran, 2004) which showed that the focus of communications in the study received the highest positive trends among all study axes.

Fifth Field: work nature:

Table 15: Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in the Field of Nature of Work in the Organizational Climate Scale at Universities

No.	Item	Total Scores	Average (5)	Standard Deviation	Percentage	Paragraph order
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No.	Item	Total Scores	Average (5)	Standard Deviation	Percentage	Paragraph order
1.	Working hours and working hours are appropriate	260	3.55	1.119	71.00%	7
2.	Office designs provide psychological and physical comfort (ventilation, lighting, movement)	258	3.23	1.166	64.60%	10
3.	Management provides security and safety features	258	3.47	0.991	69.40%	8
4.	Let me work many opportunities for innovation and innovation	260	3.37	1.003	67.40%	9
5.	The size of the work is consistent with my personal abilities and my scientific qualifications	258	3.59	1.015	71.80%	5
6.	My work requirements are consistent with my abilities and skills	260	3.77	0.988	75.40%	2
7.	I am satisfied with the duties and tasks at work	260	3.67	1.006	73.40%	4
8.	My job gives me appreciation and respect for others in society	257	3.95	0.878	79.00%	1
9.	University employees enjoy the holidays they are entitled to according to the system	260	3.75	1.002	75.00%	3
10.	My job provides stability and job security	260	3.59	1.157	71.80%	6
Total degree of field of work		262	3.5899	0.6895	71.80%	

The above table shows the results obtained in the organizational climate in the field of nature of work by presenting the arithmetic averages of the fields of the field. It is noted that the averages ranged from 3.23 to 3.95.

From the previous table, all the paragraphs ranged from medium to high. There were eight paragraphs in this area with a high percentage between 68% and 83.90%. In addition, two paragraphs were intermediate between 52.00% and 67.90% the paragraph (giving me the job of esteem and respect for others in the community) has received the highest percentage (79.00%) followed by the paragraph (my work requirements match my abilities and skills) in second place by percentage (75.40%), then the paragraph (university employees enjoy the leaves they are entitled to according to the system) in third place and by percentage (75.00%), the paragraph (office design provides psychological and physical comfort (ventilation, lighting, movement) in the last place by percentage (64.60%), the total score for the field was a percentage (71.80%) a high degree.

The results can be explained by the fact that the position at the university is one of the most respected jobs in the society. It gives the employee a respectable position. The

Table 16: Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in the Technology Field Used in the Organizational Climate Scale

No.	Item	Total Scores	Average (5)	Standard Deviation	Percentage	Paragraph order
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jobs that the university attracts are according to the description and the job specifications. In addition, the universities grant administrative staff annual leave of 35 days per year and that the work is five days a week, all of these reasons make there a satisfaction by the staff on the nature of their work.

This result is consistent with the study of Bahr and Abu Swirih (2010), where the nature of the work at the university gives its employees respect and appreciation in the community and the size of the work corresponds to personal abilities and scientific qualifications and provides stability and job security for employees. The results also agreed with Al-Sakran (2004), which showed a positive attitude toward the nature of work. The researchers attribute this agreement to the general atmosphere of these institutions and the appropriate working environment. The results differed with Al-Shanti, 2006), where the results of his study showed a disproportionate nature For the duties of the jobs held by employees with scientific qualifications and specializations obtaining them, the researchers explain this result is that there is an imbalance in the organizational structure in the ministries of the Palestinian National Authority.

Sixth Field: Technology Used:

No.	Item	Total Scores	Average (5)	Standard Deviation	Percentage	Paragraph order
1.	University technology contributes to improved decision-making	260	3.73	0.937	74.60%	6
2.	The university is constantly developing the technology used by the university	260	3.82	0.894	76.40%	2
3.	The university's technology leads to faster work completion and better service quality.	260	3.78	0.954	75.60%	4
4.	The technology used by the university is easy to use	259	3.86	0.934	77.20%	1
5.	The University's technology is in line with business requirements	260	3.75	0.924	75.00%	5
6.	Technology used at the University contributes to the effort	260	3.80	0.925	76.00%	3
7.	There is good knowledge of technological developments appropriate to the objectives of deanships, departments and the university as a whole	259	3.61	0.906	72.20%	10
8.	The technology used is proportional to the workload	260	3.67	0.921	73.40%	8
9.	The university accomplishes most of its work using technology	260	3.68	0.936	73.60%	7
10.	The university adapts and responds to technological changes permanently	260	3.65	1.020	73.00%	9
Total degree of technology used		262	3.7277	0.7438	74.55%	

The above table shows the results obtained in the organizational climate in the field of technology used by presenting the arithmetical averages of the fields of the field. The averages were between (3.61 and 3.86).

From the previous table, we see that all the paragraphs were high between 68% and 83.90%. The paragraph (the technology used by the university is easy to use) has the highest percentage (77.20%) followed by the paragraph (the university is keen to develop the technology used (76.40%), followed by the paragraph (the technology used by the university to provide the effort) in third place and by percentage (76.00%), and the paragraph (there is a good knowledge of technological developments appropriate to the objectives of deanships and departments and the university as a whole) Ranked last by a percentage (72.20%), and earned a total score of (74.55%), which is a high degree. This result can be explained by the fact that Palestinian universities constantly keep abreast of technological developments and are trying to develop them. In all these universities, there are IT units that supervise the programming of universities and provide electronic services

to students and senior management in universities. The students can also request student services from the signs, registration certificates, and the identification of their marks through the websites. Employees of the necessary information, and data transmission between the different departments at the university through the internal network in each university, as the technology used to provide the necessary senior management information through existing databases.

This result is consistent with the study of Bahr and Abu Swirih (2010), which showed that the university is keen to keep abreast of technological developments and continuously develops the technology used at the university, and that the technology used by the university has led to the speed of completion of work and improve the quality of services. Al-Shanti, 2006, and Al-Saffar (2009). These studies have shown a positive trend towards the technology used and continuous development of the technology used by the institutions in which the studies were conducted. Institutions and their need for technology to improve performance and speed in business delivery.

Total field of measurement:

Table 17: Frequency, Mean, Standard Deviation, Percentages, and Ranking of Responses of Sample Members in Technology in the Organizational Climate Scale

No.	The Field	Total Scores	Average (5)	Standard Deviation	Percentage	Paragraph order
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No.	The Field	Total Scores	Average (5)	Standard Deviation	Percentage	Paragraph order
1.	Organizational Structure	260	3.4024	0.6687	68.05%	5
2.	Leadership style	260	3.4491	0.7943	68.98%	4
3.	The employees' extent of participation in decision making	262	3.2457	0.7090	64.91%	6
4.	Contact Style	262	3.5662	0.7221	71.32%	3
5.	work nature	262	3.5899	0.6894	71.80%	2
6.	Technology used	262	3.7277	0.7438	74.55%	1
Overall degree of organizational climate		262	3.4980	0.5987	69.96%	

The above table shows the results obtained in the dimensions of the organizational climate by presenting the arithmetical averages of the dimensions. It is noted that the averages ranged between (3.245 and 3.727).

The above table shows that all the fields ranged from medium to high. Five dimensions achieved a high score between 68% and 83.90%, while a single field was intermediate between (52.00%) and (67.90%), the field (technology used) has the highest percentage (74.55%), followed by the field (nature of work) in second place by percentage (71.80%), then the field (contact pattern) ranked third and by percentage (71.32%), the field (driving style) ranked fourth, with percentage (68.98%), followed by the field (organizational structure) ranked fifth, and percentage (68.05%), and The employees extent of participation in decision making in the sixth and final rank by percentage (64.91%), while the total score of the scale was (69.96%) which is high.

This finding is consistent with Bahr and Abu Swirih (2010), which showed that there is an impact on the organizational climate on the job performance of the employees of the

Table 18: averages, standard deviations and value of "T" for the areas of the organizational climate scale according to the gender variable

The Fields	Gender	The Number	Average	Standard Deviation	"T" Value	Level of significance
Organizational Structure	Male	185	3.4071	0.68800	0.187	Not statistically significant
	Female	75	3.3907	0.62298		
Leadership style	Male	185	3.4326	0.84334	-0.525	Not statistically significant
	Female	75	3.4898	0.66135		
The employees' extent of participation in decision making	Male	187	3.2235	0.70650	-0.795	Not statistically significant
	Female	75	3.3010	0.71699		
Contact Style	Male	187	3.5692	0.75896	0.116	Not statistically significant
	Female	75	3.5587	0.62560		
work nature	Male	187	3.6590	0.71412	2.080	Statistically significant
	Female	75	3.4175	0.59392		
Technology used	Male	187	3.7365	0.77786	0.325	Not statistically significant
	Female	75	3.7058	0.65426		
The overall area of the organizational climate	Male	187	3.5063	0.62415	0.379	Not statistically significant
	Female	75	3.4772	0.53239		
	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 in all fields. The calculated value of T is less than the tabular value of T, with the exception of the field of nature of work. And females in favor of males, which means that males are more satisfied with the nature of their work than females, and this proves the validity of the hypothesis.

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.

Table 19: Source of variance, sum of squares, degrees of freedom, mean squares, F value and significance level due to age variable

The Fields	Source	Total Squares	Degrees Of Freedom	Average Squares	"F" Value	Level Of Significance
Organizational Structure	Between groups	2.424	3	0.808	1.824	Not statistically significant
	Within groups	113.405	256	0.443		
	Total	115.829	259			
Leadership style	Between groups	4.107	3	1.369	2.200	Not statistically significant
	Within groups	159.300	256	0.622		
	Total	163.407	259			
The employees extent of participation in decision making	Between groups	2.141	3	0.714	1.426	Not statistically significant
	Within groups	129.064	258	0.500		
	Total	131.204	261			
Contact Style	Between groups	1.675	3	0.558	1.072	Not statistically significant
	Within groups	134.432	258	0.521		
	Total	136.107	261			
work nature	Between groups	2.839	3	0.946	2.014	Not statistically significant
	Within groups	121.240	258	0.470		
	Total	124.080	261			
Technology used	Between groups	.092	3	0.031	0.055	Not statistically significant
	Within groups	144.177	258	0.559		
	Total	144.269	261			
The overall area of the organizational climate	Between groups	1.382	3	0.461	1.290	Not statistically significant
	Within groups	92.095	258	0.357		
	Total	93.477	261			

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

The value of the "F" 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 table.

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

This finding was consistent with the study of Bahr and Abu Swirih (2010) (Al-Muasher, 2001), which showed that there were no differences between males and females in their perception of the organization's prevailing organizational climate.

The results were different from those of Aldqas (2005), Al-Jassimi (2011), and Abdeen and Abu Samra (2000).

Ho 2: There are no statistically significant differences in the opinions of the sample members at the level of the prevailing organizational climate in the Palestinian universities due to the variable age.

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

This finding is consistent with the studies of Al-Louzi and Zahrani (2012) and Al-Batoush (2007), which show that there are no differences between different life levels in the organizational climate.

The results differed with Aldqas (2005) and Fill (2005), which showed differences between different life levels in the organizational climate.

Ho 3: There are no statistically significant differences in the opinions of the sample members at the level of the prevailing

organizational climate in the Palestinian 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 20: Source of variance, sum of squares, degrees of freedom, mean squares, F value and significance level due to variable years of service

The Fields	Source	Total Squares	Degrees Of Freedom	Average Squares	“F” Value	Level Of Significance
Organizational Structure	Between groups	2.930	3	0.977	2.215	Not statistically significant
	Within groups	112.899	256	0.441		
	Total	115.829	259			
Leadership style	Between groups	1.175	3	0.392	0.618	Not statistically significant
	Within groups	162.232	256	0.634		
	Total	163.407	259			
The employees extent of participation in decision making	Between groups	2.735	3	0.912	1.831	Not statistically significant
	Within groups	128.470	258	0.498		
	Total	131.204	261			
Contact Style	Between groups	1.263	3	0.421	0.805	Not statistically significant
	Within groups	134.844	258	0.523		
	Total	136.107	261			
work nature	Between groups	4.758	3	1.586	3.429	Statistically significant at 0.05
	Within groups	119.322	258	0.462		
	Total	124.080	261			
Technology used	Between groups	4.036	3	1.345	2.475	Not statistically significant
	Within groups	140.233	258	0.544		
	Total	144.269	261			
The overall area of the organizational climate	Between groups	1.736	3	0.579	1.628	Not statistically significant
	Within groups	91.741	258	0.356		
	Total	93.477	261			

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

The value of the "F" 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. Consequently, there are no statistically significant differences in all fields except for the field of nature of work. There are no differences in the total score of the scale due to variable years of service in general. The researchers explain this result that the employees in different work experience have the same perception of the organizational climate and requirements, except the nature of work, where we find that it has an impact on the perception

of the prevailing organizational climate in accordance with the years of service.

This finding is consistent with the absence of differences in organizational climate according to years of service with Al-Batoush (2007).

The results differed with the study of (Al-Louzi and Zahrani, 2012), (Al-Muasher, 2001), (2005), Abubaker (2005) and Bahr and Abu Swirih (2005) Variable years of service.

To find out the direction of differences in the nature of work, the Scheffe Test was used as in the following table:

Table 21: Results of the Scheffe Test to identify the direction and significance of differences in the nature of work due to the variable years of service

Years of Service	Less than 5 years = 3.6190	5-7 years = 3.7893	8-10 years = 3.3250	More than 10 years = 3.5429
Less than 5 years = 3.6190	-			
5-7 years = 3.7893	0.1703	-		
8-10 years = 3.3250	-0.2939	-0.4643*	-	

Years of Service	Less than 5 years = 3.6190	5-7 years = 3.7893	8-10 years = 3.3250	More than 10 years = 3.5429
More than 10 years = 3.5429	-0.0761	-0.2464	0.2179	-

* Significant at (0.05)

It is clear from the previous table that there are statistically significant differences at (0.05) due to the variable of years of service in the fifth field, "nature of work" between the owners of the years of service (8-10 years) and the years of service (5-7 years), and the researchers explain this finding that the owners of the years of service (5-7 Years), are in the stage of career development and are often satisfied with the nature of their work, which is more so with those with years of service (8-10 years), who seek to improve The nature of

their work, and we note from the table that there are no statistically significant differences between the categories of years of service.

Ho 4: There are no statistically significant differences in the opinion of the sample members in the level of the organizational climate prevailing in the Palestinian 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 22: Source of variance, sum of squares, degrees of freedom, mean squares, F value and significance level

The Fields	Source	Total squares	Degrees of freedom	Average squares	“F” Value	Level of significance
Organizational Structure	Between groups	1.777	2	0.888	2.002	Not statistically significant
	Within groups	114.053	257	0.444		
	Total	115.829	259			
Leadership style	Between groups	.178	2	0.089	0.140	Not statistically significant
	Within groups	163.230	257	0.635		
	Total	163.407	259			
The employees extent of participation in decision making	Between groups	.048	2	0.024	0.048	Not statistically significant
	Within groups	131.156	259	0.506		
	Total	131.204	261			
Contact Style	Between groups	.632	2	0.316	0.604	Not statistically significant
	Within groups	135.475	259	0.523		
	Total	136.107	261			
work nature	Between groups	.055	2	0.027	0.057	Not statistically significant
	Within groups	124.025	259	0.479		
	Total	124.080	261			
Technology used	Between groups	1.658	2	0.829	1.505	Not statistically significant
	Within groups	142.611	259	0.551		
	Total	144.269	261			
The overall area of the organizational climate	Between groups	.168	2	0.084	0.233	Not statistically significant
	Within groups	93.310	259	0.360		
	Total	93.477	261			

The value of “F” in the table at degrees of freedom (2, 259) and at the level of significance (0.05) = 3.03

The value of the “F” 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 the calculated F value is less than the F value of the table, ie, there are no statistically significant differences in all fields and in the total score of the scale according to the functional level variable.

The researchers explain this finding that employees at different levels of employment have a positive perception of the organizational climate in their university and their performance.

The results differ with (Bahr and Abu Swirih 2010), (Al-Batoush, 2007), which showed differences in organizational climate according to the functional level.

13. CONCLUSIONS

1. The results confirmed that there is a high degree of organizational climate in the Palestinian universities in Gaza Strip from the point of view of the administrative staff, where the percentage (69.96%).

2. The results showed that there is a high availability for all areas of the organizational climate, with the exception of one area: the extent of the participation of decision-makers in the decision-making process. Leadership: 68.98%, organizational structure: 68.05%, and finally the participation of decision-making staff: 64.91%.
3. The results showed that there were no differences between the sample according to the gender variable in their perception of the organizational climate, with the exception of a single field of work, where there were differences in favor of males.
4. The results indicated that there are no differences in the perception of employees to the organizational climate depending on the age variable.
5. The results confirmed that there were no differences in the employees' perception of the organizational climate according to the variable years of service except for the nature of the work. There were differences in favor of the service years (5-7 years) compared to the years of service (8-10 years).
6. The results showed that there are no differences in the employees' perception of the organizational climate according to the level of career variable (manager, head of department, administrative officer).

14. RECOMMENDATIONS

1. The interest of the departments of the Palestinian universities in Gaza Strip should be increased by providing the elements of a good organizational climate.
2. Provide universities with the opportunity to participate in decision-making.
3. The need to solve the problems of employees and give them the opportunity to contribute to solve their own problems.
4. Use the staff rotation method periodically.
5. The importance of strengthening the democratic leadership style and empowering university employees.

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