

Organizational Structure and its Relation to the Prevailing Pattern of Communication in Palestinian Universities

Suliman A. El Talla¹, Mazen J. Al Shobaki², Samy S. Abu-Naser³, Youssef M. Abu Amuna⁴

Department of Information Technology, Faculty of Engineering and Information Technology, Al-Azhar University, Gaza, Palestine

¹Eltallasuliman@gmail.com, ²mazen.alshobaki@gmail.com, ³abunaser@alazhar.edu.ps, ⁴yabuamuna@gmail.com

Abstract: The aim of the study was to identify the organizational structure and its relation to the prevailing pattern of communication in the Palestinian universities. The researchers used the analytical descriptive method through a questionnaire randomly distributed among Palestinian university workers in the Gaza Strip. The study was conducted on a sample of (274) administrative staff from the three universities, and the response rate was (81.87%).

The study found that there is a high satisfaction with the nature of the organizational structure in the Palestinian universities from the point of view of the administrative staff, which reached 68.05%. And that there is a high level of communication pattern prevailing from the point of view of administrative staff, where the percentage (71.32%), there is a direct correlation between the nature of the organizational structure and the prevailing pattern of communication, the absence of differences between the sample according to the gender variable in their perception of the nature of the organizational structure and the prevailing pattern of communication, the absence of differences in the perception of employees of the nature of the organizational structure and the pattern of communication prevailing according to the variable age. There are differences of statistical significance in the perception of the nature of the organizational structure and the pattern of communication depending on the variable of scientific qualification in the organizational structure, and the pattern of communication. Differences were in favor of diploma holders compared to other practical qualifications. There is an absence of differences in the perception of employees of the nature of the organizational structure and the pattern of communication depending on the variable years of service. There is absence of differences in the perception of employees of the nature of the organizational structure and the pattern of communication depending on the variable level of career (Director, Head of Department, and Administrative Officer). There is absence of differences in the perception of employees of the nature of the organizational structure and the pattern of communication depending on the variable of the workplace. And the existence of differences in the perception of the employees of the nature of the organizational structure and pattern of communication depending on the university in which they work. And that there are statistically significant differences between the Islamic University and Al-Azhar University, the nature of the organizational structure and the pattern of communication in favor of the Islamic University. And that there are statistically significant differences between Al-Azhar University and Al-Aqsa University in the prevailing pattern of communication in favor of Al-Azhar University. The study reached a number of recommendations, the most important of which is that the departments of the Palestinian universities in the Gaza Strip in general, Al-Aqsa University and Al-Azhar Universities should be given greater attention to the prevailing organizational structure and the staff, the need to improve the pattern of communication prevalent in universities. Solving workers' problems and giving them the opportunity to contribute to solving their own problems. Strengthening the democratic leadership style and empowering university staff.

Keywords: Organizational Structure, Communication Pattern, Administrative Staff, Palestinian Universities, Gaza Strip, Palestine.

1. INTRODUCTION

The administrative reality of contemporary institutions exposes its internal capabilities and the many desired disparities between the ability of its mechanisms and the required goals, without being able to achieve them effectively. This is due to the stalemate that permeates its organizational structure. The organizational structure, a means to achieve the objectives of the institution, has become an end in itself, and the goals of the institution have been virtually forgotten. Administrative regulations, rules and regulations have become goals that should be implemented and applied, while they must be a means of organizing behaviors and defining responsibilities for the purpose of Achieving basic goals, and achieving the management goals of the institution effectively, communication is the first process in any change or organizational development. The organization is essentially composed of a set of interactions and relations among its members; Tracks of interest can be traced back to the study of communication within the organization, or external contact between organization and its external environment (Al Shobaki, 2018), (El Talla, 2017), (Abu-Naser, 2017) and (Abu Amuna, 2016).

The interest in studying the organizational structure of the university staff has increased in order to increase the sense of importance and place of workers in determining the future of their universities, as well as the influence they have in developing the reality and objectives of these universities. Universities are a good example of organizations that need a good organizational structure to improve the performance of their employees so that they can carry out their vital function of society (Al Shobaki,

2017). In this sense, the idea of the present study came as the researchers seek to study the relationship between the organizational structure in the Palestinian universities in Gaza Strip and the prevailing pattern of communication (Al Shobaki, 2018), (Al Shobaki, 2017), (Al Shobaki, 2016), (El Talla, 2017), (Abu-Naser, 2017) and (Abu Amuna, 2016)..

2. PROBLEM STATEMENT

The identification of the factors that affect the performance of employees in the institution in a positive or negative is the responsibility of officials in the management of any institution and the neglect of recognition or seek to improve the characteristics of the institution that distinguish them from others is one of the causes of management problems (Al Shobaki, 2017), and through the survey researchers concluded that There is a disparity in the performance of Palestinian university staff in the Gaza Strip, and there are many factors that affect their performance. Therefore, this study aims at identifying the organizational structure in the Palestinian universities in the Gaza Strip and its impact on job performance. Departments of these universities to the importance of improving and addressing the negative aspects of the advancement of these universities and face the obstacles faced by administrative and technical (Al Shobaki, 2018), (Al Shobaki, 2017), (Al Shobaki, 2016), (El Talla, 2017), (Abu-Naser, 2017) and (Abu Amuna, 2016). The problem of research is to answer the following questions:

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

Q2-: What type of communication is prevalent in Palestinian universities?

Q3-: Is there a relationship between the organizational structure and the pattern of communication prevalent in Palestinian universities from the point of view of the administrative staff?

3. RESEARCH OBJECTIVES

This study aims to achieve the following objectives:

1. To shed light on the nature of the organizational structure prevailing in the Palestinian universities in the Gaza Strip.
2. Identify the pattern of communication prevalent in Palestinian universities.
3. Analysis of the relationship between the nature of the organizational structure and the prevailing pattern of communication.
4. Identification of differences in the employees' perceptions of the organizational structure in the Palestinian universities according to the demographic and organizational variables (gender, age, qualification, years of service, job level, work place).
5. Identifying the differences in the pattern of communication prevalent in Palestinian universities according to the demographic and organizational variables (gender, age, qualification, years of service, job level, work place).
6. Making suggestions and recommendations the management of Palestinian universities in the Gaza Strip and all departments working in the field of education helps to improve organizational structures and the prevailing pattern of communication.

4. RESEARCH IMPORTANCE

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

1. That it may help decision-makers and human resources managers in Palestinian universities in the Gaza Strip to identify the dimensions of the relationship between the nature of the organizational structure in the universities and the prevailing pattern of communication.
2. In addition to this vital field of research, as it is an important area that dealt with the concept of communication style, and to address the need of organizations of human competencies that help in solving the problems they face in order to achieve their goals.
3. It addressed an important subject of organizational behavior and its vital role in influencing many other variables within the organization that are relevant to individuals.

5. RESEARCH HYPOTHESIS

In order to provide an appropriate answer to the questions posed, and the study seeks to test the validity of the following assumptions:

H01: There is a statistically significant relationship between the nature of the organizational structure and the prevailing pattern of communication in the Palestinian universities.

H02: There are no differences in the relationship between the organizational structure and the prevailing pattern of communication according to the demographic and organizational variables (gender, age, qualifications, years of service, job level, work place, university).

The following hypotheses are derived

H02-1: There are no differences in the relationship between the organizational structure and the prevailing pattern of communication depending on the gender variable.

H02-2: There are no differences in the relationship between the organizational structure and the dominant pattern of communication depending on the age variable.

H02-3: There are no differences in the relationship between the organizational structure and the prevailing pattern of communication depending on the variable of the academic qualification.

H02-4: There are no differences in the relationship between the organizational structure and the prevailing pattern of communication depending on the variable years of service.

H02-5: There are no differences in the relationship between the organizational structure and the prevailing pattern of communication depending on the functional level variable.

H02-6: There are no differences in the relationship between the organizational structure and the prevailing pattern of communication depending on the workplace variable.

H02-7: There are no differences in the relationship between the organizational structure and the prevailing pattern of communication depending on the University.

6. RESEARCH VARIABLES

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

7. RESEARCH LIMITS AND SCOPE

1. **Human Limit:** This study is limited to the responses of administrative staff.
2. **Institutional Limit:** The study was conducted on the main universities in the Gaza governorates (Islamic, Al-Azhar, Al-Aqsa).
3. **Time Limits:** This study was implemented at the beginning of 2018 and therefore represents the reality at this time.

8. LITERATURE REVIEW

- Study of (Al Shobaki et al., 2018) aimed to identify the performance of the administrative staff in the Palestinian universities in Gaza Strip. The researchers used the analytical descriptive method through a questionnaire distributed randomly to the sample of 320 administrative staff from the three universities. The response rate was (81.87%). The study reached a number of results, the most important of which is that there is a high level of performance from the point of view of the administrative staff, as the percentage reached (81.51%). The results showed that there were no differences in the perception of the employees according to the variables “age, years of service, job level (manager, head of department, administrative, place of work”. The results showed that there are differences in the perception of employees to perform the function depending on the university variable, where the results indicated that there are statistically significant differences between the Islamic University and Al-Aqsa University in the job performance in favor of the Islamic University. The study reached a number of recommendations, the most important of which is that the managements of the three Palestinian universities in Gaza Strip should give special attention to job performance in general and Al-Aqsa University and Al-Azhar University in particular. The Employees of universities should have the opportunity to participate in decision-making. The Management of the three universities should keep interest in continuous improvement of the performance of their employees. Enhancing the periodic evaluation of the job performance, informing employees about their evaluations, and giving them the chance to express their opinion about it. Solving employees' problems and giving them the opportunity to contribute in solving their own problems. And the use of the staff rotation method periodically.
- Study of (El Talla, 2017) aimed to investigate the relationship between the organizational variables and job performance at Gaza strip Universities, the organizational variables included: communication style, nature of work, the technology used. And it aimed to identify the extent of differences statistically significant in employees trends toward the reality of organizational variables attributed to some characteristics of the study population. The data has been collecting using a questionnaire consisting of (50) paragraphs. The questionnaire was distributed randomly to (320) employees of the administrative staff in Gaza strip universities; (262) employees responded, and the results showed the availability of a high degree of organizational variables in Gaza Universities, the order of variables were as follows: the technology used, the nature of work, and finally communication style, and it showed a high level of job performance, in addition the results showed a significant correlation between organizational variables and job performance, and there was existence of differences in the perception of the organizational variables depending on the university, for the benefit of the Islamic university, and differences between Al-Azhar University and Al-Aqsa 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 the organizational causes of burnout, and it aimed to identify the extent of differences statistically significant trends in working

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

- Study of (El Talla, 2014) aimed to investigate the reality of the organizational climate for administrator's staff at Al-Azhar University - Gaza, which included some elements of the organizational climate such as: organizational structure, leadership style and the extent of participation of workers in decision-making, it aimed to identify the extent of differences statistically significant trends in working toward the reality of organizational climate attributed to some demographic and organizational characteristics of the study population. The data has been collecting using a questionnaire. The questionnaire was distributed at random-layer sample to (77) male and female employees of the administrative staff in the university; The results showed that the availability of a medium degree of organizational climate at the Al-Azhar University with percentage (66.64 %), and that there is availability of the average for all scopes of organizational climate, with the exception of leadership style which its degree was high. The orders of scopes were as the following: leadership style , the organizational structure , and finally the extent of participation of workers in decision-making The results showed no differences between the samples due to the variables of gender, age, years of service in their perception of organizational climate, while there are significant differences in the perception of the reality of organizational climate depending on the variable qualification in the areas of (organizational structure, the extent of participation in decision-making and in the total scope of organizational climate); and that differences were in favor of holding a diploma, the differences did not exist in the scope leadership style .
- Study of (Al-Lozi and Zahrani, 2012) aimed at identifying the factors affecting the performance of employees in the Emirate of Baha and determining the most influential in the performance of the job, as well as determining the impact of the difference of these factors according to the demographic factors of the workers (age, type of employment,). Using the comprehensive survey method. The study found a significant correlation between the independent variables combined (work environment, job communication, incentives, training, management leadership) and job performance, as well as the existence of a positive relation between a factor on one hand and job performance. The results also showed significant differences the results did not show significant differences in the effect of organizational factors on job performance due to social status and age. The study recommended the need to provide a working environment with standard specifications, and to activate the organizational communication, and the diversification of programs of incentives material and moral, because of their impact on the performance of the job.
- A study (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.
- A study of (Bahr and Abu Swirih, 2010) aimed of the study was to identify the extent of statistical differences in the attitudes of workers towards the effect of the elements of the organizational climate on the functional performance due to the demographic characteristics of the members of the study society. The study was conducted using a questionnaire consisting of (80) items, which were distributed randomly to (215) employees and administrative staff of the university, and it was possible to collect 180 valid questionnaires for analysis. The study found that there is a positive organizational climate in the Islamic University and a strong positive relationship between the availability of a good organizational environment and the level of job performance of the Islamic University employees. There is a very good level of job performance for the employees of the Islamic University and there are no statistically significant differences in opinions of individuals the sample on the degree of influence of the elements of the organizational climate on the performance of the administrative staff is due to gender, age, scientific qualification and place of work.
- 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 (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 (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 (Gratto 2001) which aims to explore the relationship between the organizational climate and the dimensions of job satisfaction of managers who manage the institutions operating in the maintenance and operation of equipment and machinery in the United States of America. The study also aimed to determine if there were significant differences in job satisfaction due to variables Sex, race, and classification of the organization in terms of size and type, and years of service in the institution). The study found that personal interests, internal communication, organizational structure and evaluation are the most important elements of the organizational climate, which are related to the level of job satisfaction of the sample members. The study found that managers should focus on enhancing the work environment and increasing employee satisfaction. And the need to provide opportunities for professional development as an important factor affecting job satisfaction as well as interest

in internal communications in the development of institutional work. And the need to identify employees on organizational expectations and to see how well their performance matches those expectations.

9. THE THEORETICAL FRAMEWORK OF THE STUDY

Organizational Chart:

Organizational structure is the most important element of the organizational climate affecting the organization's performance through its understanding of its job and specialization needs, its ability to streamline work procedures, and the flow of decisions, directives and orders from top to middle management, Performance rates, the concentration of power and the degree of freedom felt by individuals when taking decisions, and the more the organizational climate contributes positively to those aspects of the organizational structure of the organization, this has a direct positive impact on the effectiveness of the functional performance of (Al-Mousa, 1995).

The authors and researchers have cited many definitions of organizational structure (Al-Emian, 2002) as a system of authority, accountability and relationships between organizational units that define the form and nature of the work required of the organization. Dara (1994) defines it as an arrangement of interrelationship between parts and functions of organization. This concept refers to the hierarchical hierarchy of power for the purpose of achieving the objectives effectively. The organizational structure refers to the structure that defines the internal structure of the establishment. It shows the divisions, organizations and sub-units that perform the various activities and activities necessary to achieve the objectives of the institution. It also reflects the quality and nature of the relationship between its departments and the nature of their responsibilities and powers (Al-Harthy, 2009). In order for the Organization's organizational structure to achieve efficiency and effectiveness in accomplishing the tasks, it must have the following characteristics (Hamoud, 2002):

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

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

The importance of the organizational structure is that it is a key tool that helps the management to coordinate and coordinate the efforts of the staff to reach agreed goals in advance. It provides the framework in which individuals move, through which the various efforts and activities of the organization are consolidated, Organizational structure with clear roles, responsibilities and competencies, as well as an appropriate working environment and autonomy in decision-making (Al Shobaki, 2018).

The importance of the organizational structure:

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

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

Key characteristics of the organizational structure:

The organizational structure has many variables, dimensions, interdependencies and forms of organizational structures that are endless. Some authors have identified the following three main characteristics of the organizational structure (Harem, 2000):

1. **Complexity:** There are three elements that are complex:
 - **Horizontal division and specialization:** horizontal division and horizontal specialization refers to the activities carried out by the organization and professional job groups and the various disciplines in them. The greater the number of organizational

units and their divisions, the greater the number and diversity of professions and disciplines and the more complex the organizational structure and vice versa

- **Vertical division:** refers to the depth of the organizational structure. If the number of organizational levels increases, the organizational structure becomes more complicated and vice versa.
- **Geographic division:** refers to the geographical distribution and distribution of the Organization's operations and activities. The organizational structure is more complex when the number of FAO units in different regions and locations increases, the proportion of staff increases and the distances between them increase.
- 2. **Official:** This feature refers to the extent to which the organization relies on laws, regulations, rules, instructions, decisions, procedures and detailed standards to guide and control the behavior, actions and actions of the individual in the performance of his work. These laws, regulations and instructions are not necessarily written.
- 3. **Central:** It seems that this feature in the organizational structure did not agree on a single definition of the book. Therefore, the centrality of the interest of many researchers and writers in many aspects, including the impact of global centrality on decision-making processes, communication and coordination, the effectiveness and flexibility of the organization and its relationship to innovation and creativity. Centralization is the focus of important decision-making in one center or in senior management.

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

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

- **The size of the organization:** The scholars differed between the correlation between the size of the organization and its impact on the organizational structure. However, they agree that the size has an impact on the structure of the organization and it has a clear impact on the complexity and official and central and reflected on the size of the organizational structure. In the process of division and identification of tasks and activities to be performed, while when the organization is large, the organizational structure is large and the activities and the work more numerous and diverse, which leads to the ease of division of labor
- **The role of the life of the organization:** where the organizational structure is affected by the age of the institution and whether it is in its beginnings or in the stage of development or decline. The organization is like a human being begins life by its origin and ends with its demise
- **Environment:** The environment plays a major role in determining the form and type of organizational structure. An environment that operates in an atmosphere of stability differs from an institution that suffers from instability. Stability means a simple organizational structure and instability of the institution requires a complex structure. The organization must interact with its environment The structure must adapt to and deal with both the internal and external environment of the organization to ensure the stability and development of the organization
- **Geographical location of the Organization:** Organizations whose work exceeds several geographic locations, whether regional or global, require a large organizational structure and different from the Organization in one place
- **Specialization:** The specialization in tasks affects the organizational structure of the institution. If the specialization in work is low, the structure is simple and vice versa
- **Human Resources:** When individuals with simple capabilities are required, the organizational structure is also simple
- **Technology:** Technology is one of the structural variables because it affects directly and continuously in the relations of individuals in the organization and also affect the communication between them and at the administrative levels and on performance and achievement, etc. The more the use of technology in the organization was complex and sophisticated needed a more complex organizational structure
- **Scope of supervision:** The scope of supervision is the number of subordinates who can be effectively supervised by the supervisor. If the scope of supervision is wide, it will result in a flat organizational structure where administrative levels are limited, either if the scope of supervision is narrow and will result in a vertical (vertical) Administrative levels
- **Management system (centralization and decentralization):** The presence of centralization in the organization (power in the hands of senior management) reduces the complexity of the organizational structure and is more obvious, while the decentralization system further complicates the organizational structure.

- **Strategy:** The organizational structure is a means to achieve the objectives of the organization. Therefore, any analysis or definition of the organizational structure must be based on the objectives and strategy of the organization (the long-term objectives of the organization). The change in the organization's strategy is accompanied by a change in the organizational structure of the organization
- **Power and control:** The organizational structure of the organization may sometimes be the result of those who occupy decision-making positions in the organization, who choose the organizational structure that enhances their powers, influence and interests, and therefore the direction and policies of senior administrations have the greatest impact on the organization's organizational structure (Al-Salem and Said, 2000).

Contact Mode

Communication plays an important role within organizations, can be likened to blood in human veins and carries food to all parts of the body. Communication for organizations plays an important role in maintaining the flow and flow of work within organizations. The efficiency of work is high whenever there are good communication systems, and the efficiency of managers is high in communications (Maher, 2005).

Good communication is two-way communication because it gives employees opportunities for expression, learning and development (Al-Moghrabi, 1995). The dominant modes of communication will influence the creation of an organizational climate conducive to creativity, innovation and participation in decision-making. Communication is a social means by which individuals can understand each other, create a dynamic and a continuous interaction between the individual and the community (Hamoud, 2002).

Communications effectively contribute to the formation and characterization of the organizational climate. The effectiveness of communication simply means that a positive feature has been added to the organizational climate. The slow and ineffective communication means, on the other hand, that there is an imbalance in the organizational climate. Communication is the nervous system of regulation, determining the psychological and social dimension of the organizational climate. Effective communication is therefore an important indicator of a good regulatory environment (Faleh and Abdel Majeed, 2005).

Effect of connection style on functionality:

Good communication patterns, which affect both directions, give employees opportunities to express opinions, learn, and develop. One-way communication with orders and instructions from the top down leads to idle thinking, indifference as their ideas and opinions are worthless, the use of multiple types of good communication increases the worker's efficiency and effectiveness and leads to the development of a spirit of cooperation, understanding and rapprochement between them and management (Al-Shkawi, 1994).

With an effective communication pattern, an appropriate organizational structure can be created for innovation, innovation and decision-making. Communication is a social means by which individuals can understand each other and information, data, opinions and ideas are conveyed to achieve targeted performance. The efficiency of communication depends on many factors related to the nature of work and organizational structure in the organization, they influence and are influenced by it. The patterns of communication and informal relations create an appropriate organizational environment for creating interactions among individuals and activating their role and performance in all meaningful processes (Al Shobaki, 2018), (Al Shobaki, 2017), (Al Shobaki, 2016), (El Talla, 2017), (Abu-Naser, 2017) and (Abu Amuna, 2016).

Palestinian Universities in the Gaza Strip:

The march of the Palestinian universities in the Gaza Strip began with the opening of the Islamic University, which emerged in 1978 from Azhar Religious Institute, then Al-Azhar University, which in turn emerged from the same institute in 1991 and then Al-Aqsa University, which emerged in 2001 from the State College of Education. The three major universities - Islamic, Al-Azhar and Al-Aqsa - will be the focus of this study, as they account for the largest number of employees and the largest proportion of students in the Gaza Strip.

Employees in Palestinian Universities in the Gaza Strip:

The administrative and financial system is the driving force of the university's education, research and studies systems, and unless it is effective and efficient, the university system will be exposed to risks that may lead to its failure to achieve its mission (Jad Al-rab, 2010).

Administrative staff in Palestinian universities is an essential component of the organizational structure of Palestinian universities. Without these workers, universities cannot perform their great mission of serving the community through their teaching services, research and continuing education. This work is not completed without administrative staff. These include the functions of student affairs, admission and registration, finance, public relations, personnel affairs, maintenance, procurement, warehousing, services, security and other administrative functions. In order for these workers to perform the required work well, there is a need for a good organizational environment to help them perform (Al Shobaki, 2018).

The number of administrative staff at the Islamic University is (466) employees, while at Al-Azhar University (227) employees, and the number at Al-Aqsa University is (298) employees.

In the previous review, Palestinian universities have experienced difficult conditions, in addition to the lack of resources necessary to carry out their activities in the required manner, all of which necessitated universities to improve their performance. The administrative staff is a significant part of the staff of these universities. Which requires the universities to provide them with the appropriate organizational structure to perform their tasks well, and to achieve the messages that were created for them (Al Shobaki, 2017).

10. FIELD STUDY

First- Methodology of the study:

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

1. **Initial Data:** The study was carried out in the field by distributing questionnaires to study the vocabulary of the study and to collect and compile the necessary information in the subject of the study, and then unloading and analyzing it using the statistical program and using the appropriate statistical SPSS tests in order to arrive at indications of value and indicators that support the subject of the study.
2. **Secondary data:** Through the review of books and periodicals, special publications and scientific and professional journals related to the subject of the study, and any references contribute to enrich the study in a scientific way, and the researchers through the use of secondary sources in the study to identify the foundations and methods of scientific studies in writing studies, Recent developments have occurred in the field of study.

Second- Study Population:

The study population consists of all administrative staff 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 (274) 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 required by university	144	77	71	320
Number of respondents	111	71	80	262
Response rate	77.08%	92.20%	80.80%	81.87%

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

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

	73	151	38		
Years of service	Less than 5 years	5-7 years	8-10 years	More than 10 years	262
	72	56	32	102	
Workplace	Deanships and colleges	Financial Services	Administrative roundabout	Technical circles	262
	81	24	143	14	

Fourthly- Study tool:

This is a measure of the organizational structure and its relation to the type of communication in universities. The process of designing and preparing the study scale has gone through several stages and steps, such as: The following:

1. The goal was to design the organizational structure scale and its relation to the type of communication in the universities in order to apply it to the administrative staff in the Palestinian universities in the Gaza Strip for data to be analyzed and interpreted in order to answer the study questions.
2. The organizational structure and pattern of communication were identified through the literature and previous studies. The organizational structure and the pattern of communication were identified in the institutions of higher education. Ten paragraphs of the organizational structure and 10 paragraphs of the communication pattern were adopted.

How to correct the meter:

The five-dimensional Likert scale was used to measure respondents' responses to the questionnaire sections according to the following table

Table 3: Scale of the five-dimensional Likert scale

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

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

Believe the meter:

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

1. **Virtual honesty:** indicates the general appearance of the test in terms of relevance to the examinees, and the affiliation of the phrase to the field, and the clarity of the wording and instructions.
2. **Authenticity of internal consistency:** The internal consistency coefficient is a correlation coefficient between each unit of scale and the whole scale, so this method is usually used to determine the veracity of the test on the one hand and the viability of its units on the other.

The researchers calculated the validity of the internal consistency of the scale by finding the correlation coefficients between each field and the total score of the scale. The researchers conducted a survey sample of 32 employees by finding correlation coefficients for each paragraph in the field to which they belong, as well as correlation coefficients between each field And the scale as a whole, as in the following tables:

Table 4: Validity coefficients for each paragraph with the total score of its field

No.	Item	Honesty level	Level of significance
1.	The organizational structure of the University complies with its general objectives	0.381	0.05
2.	The functions are consistent with the nature of the organizational structure	0.651	0.01
3.	The organizational structure of the department (the Deanship) I work in is well designed	0.439	0.01
4.	The organizational structure of the university is distinguished by the clarity of relations between presidents and subordinates	0.722	0.01
5.	The organizational structure of the university is flexible	0.735	0.01
6.	There is no overlap and duplication of work and functions within the	0.366	0.05

No.	Item	Honesty level	Level of significance
	university		
7.	Help the division of labor in the organizational structure of the university to achieve its objectives	0.557	0.01
8.	The organizational structure of the university leads to a rapid completion of the work	0.645	0.01
9.	The qualifications and specialties of the members of the university are in line with the nature of the duties and duties of their posts	0.359	0.05
10.	There is a high level of mobile communication between the organizational structure part	0.483	0.01

Table 5: Honesty coefficients for each paragraph with the total score of the contact pattern field

No.	Item	Honesty level	Level of significance
1.	The University's communication system contributes to the achievement of the University's objectives	0.782	0.01
2.	Make contact between superiors and subordinates very quickly	0.711	0.01
3.	The university communication system contributes to the provision of information for decision making	0.756	0.01
4.	The University uses all channels of communication and in all directions (ascending - down - horizontal)	0.732	0.01
5.	The Department is making an effort to overcome communication constraints.	0.767	0.05
6.	The University uses modern and advanced means of communication.	0.821	0.01
7.	The information transmitted through the communication is extremely accurate and clear	0.745	0.01
8.	Superior administrative levels can be contacted without hindrance	0.742	0.01
9.	The connection between the department / deanship and between the departments and other deanships is done with ease	0.656	0.01
10.	Administrative communication at the university is flexible	0.770	0.01

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

Stability of the scale:

The concept of 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 6: Stability coefficient of organizational chart and communication pattern in universities

No.	Field	Number Of Paragraphs	Correlation coefficient before adjustment	Correlation coefficient after adjustment	Level of significance
1.	Organizational Structure	10	0.341	0.480	Significant at (0.01)
2.	Contact Style	10	0.778	0.875	Significant at (0.01)

From the above table, we can see that the stability coefficients in all midterm segments were high, indicating that the questionnaire has a high degree of stability.

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 7: shows the coefficients of Alpha Cronbach's stability for each of the dimensions of the organization chart and the pattern of communication in universities

No.	The fields	Coefficient of alpha-cronbach stability
1.	Organizational Structure	0.667
2.	Contact Style	0.910

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:

11. Averages, frequencies, standard deviations and percentages.
12. Spearman Brown's correlation coefficient for the equal half - division, and the Cronbach alpha factor to determine the stability of the resolution.
13. Pearson correlation coefficient to measure the relationship between variables.
14. T test to find the differences between the averages.
15. Analysis of mono-variance to see differences between more than two groups.
16. Shivi post-test to measure the direction of differences.

Answer the study questions:

Answer the first question which states:

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

To answer the study questions and to use the five-digit likert in the study instrument, the study adopted the criterion mentioned by Abdul Fattah (2008) to judge the trend when using the five-digit likert.

Table 8: Scale of measurements used in this study

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

This indicates that the averages of less than 1.80 indicate a very low degree in the elements of the field. The averages of (1.80: 2.59) indicate a low degree of availability of field elements, (2.60: 3.39) indicate that there is a medium degree in the elements of the field, and the averages ranging from (3.40: 4.19) indicate that there is a large degree in the elements of the field. More than (4.20) indicate a very large degree in the field elements on the scale used in the study shown in the previous table.

To answer this question, the researchers resorted to repetitions, averages, standard deviation, percentages and order. The results were as shown in the following tables:

Table 9: Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in the Field of Organizational Structure

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 organizational structure of the University complies 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 field of organizational structure by presenting the arithmetical averages of the fields of the field. The averages were between (3.11 and 3.68).

We note from the previous table that all the paragraphs ranged from medium to high, with five paragraphs in this field having a high percentage between 68% and 83.90%. Five paragraphs scored a moderate score between 52.00% (7.90%). The paragraph (helps the division of labor in the organizational structure of the university to achieve its objectives) reached the highest percentage (73.60%), followed by the paragraph (the organizational structure of the university corresponds to its general objectives) ranked second with a percentage (72.60%), then the paragraph (the organizational structure of the university leads to speed of completion of work) in third place and percentage (71.00%), the paragraph (there is no overlap and duplication In the business and jobs within the university) ranked last with a percentage (62.20%), and the total score for the field was 68.05% (high). 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) and Jassim and Hammoud (2011) strongly influenced the organizational structure, and also agreed with the study (Gratto, 2001) and (Peter, 2000). 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 likely to cause differences in the organizational structure of the Palestinian Authority ministries, The organizational structure of the ministries of power with the existing jobs, and not the other way around, also differed with Al-Batoush (2007).

Q2-: What type of communication is prevalent in Palestinian universities?

Table 10: Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in the Field of Communication Pattern

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

No.	Item	Total Scores	Average (5)	Standard Deviation	Percentage	Paragraph order
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 Management 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 field of communication mode by presenting the arithmetic averages of the field paragraphs. The averages were between 3.31 and 3.71.

From the above table, we can see that all paragraphs range from medium to high, with nine paragraphs in this area having a high percentage between (68%) and (83.90%) one paragraph was also awarded a middle grade (52.00%) and (67.90%), the paragraph (the connection between the department / deanship and between the departments and other commas with ease) was obtained at 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%), the highest level (without any hindrances) can be reached in the last rank by percentage (66.20%), the total score for the field was a percentage (71.30%) which is a high degree.

This result indicates that the communication system in the universities is good. There is ease of communication between the various 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. The result is consistent with the study of (Al-Shanti, 2006), Gratto (2001), Al-Lozi and Zahrani (2012) and Al-Batoush (2007). These studies show that the type of communication used in these institutions is appropriate.

The researchers believe this result is due to the speed of access to information and completion of the work and to the means of communication used in the institutions applied by the study, it also agreed with Al-Sakran (2004), which showed that the communication axis in his study received the highest positive trends among all the subjects of the study.

Answer the hypothesis of the study:

H01: There is a statistically significant relationship between the nature of the organizational structure and the prevailing pattern of communication in the Palestinian universities.

The results were as shown in the following table:

Table 11: A correlation matrix between the organizational structure and the pattern of communication prevalent in universities

Field	Contact Style
Organizational Structure	**0.618

** Significant at (0.01)

From the previous table, there is a positive correlation between the nature of the organizational structure and the pattern of communication. This indicates the validity of the main hypothesis of the study and emphasizes the importance of the organizational structure in determining the type of communication.

H02: There are no differences in the relationship between the organizational structure and the prevailing pattern of communication according to the demographic and organizational variables (gender, age, qualifications, years of service, job level, work place, university).

The following hypotheses are derived

H02-1: There are no differences in the relationship between the organizational structure and the prevailing pattern of communication depending on the gender variable.

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

Table 12: Mean and standard deviations and value of the scale domains according to the gender variable

Field	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		
	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		

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 "T" in the table at the degree of freedom (260) and at the level of significance (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, which proves the validity of the hypothesis.

H02-2: There are no differences in the relationship between the organizational structure and the dominant pattern of communication depending on the age variable.

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

Table 13: Source of variance, sum of squares, degrees of freedom, mean squares, F value, and significance level due to variable age

Field	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			
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			

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

The value of the "F" of the table at degrees of freedom (258 ÷ 3) 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 areas. The total score is attributable to the age variable of the respondents, where the value of "F" calculated less than the value of "F" table, this proves the hypothesis is incorrect.

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

H02-3: There are no differences in the relationship between the organizational structure and the prevailing pattern of communication depending on the variable of the academic qualification.

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

Table 14: Source of variance, sum of squares, degrees of freedom, mean squares, F value, and significance level

Field	Source	Total Squares	Degrees Of Freedom	Average Squares	"F" Value	Level of significance
Organizational Structure	Between groups	6.743	2	3.372	7.944	Significant at (0.01)

Field	Source	Total Squares	Degrees Of Freedom	Average Squares	“F” Value	Level of significance
Contact Style	Within groups	109.086	257	0.424	3.591	Significant at (0.05)
	Total	115.829	259			
	Between groups	3.673	2	1.836		
	Within groups	132.434	259	0.511		
	Total	136.107	261			

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

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

It is clear from the previous table that there are statistically significant differences in the organizational structure and type of communication, which proves the validity of the hypothesis.

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

Table 15: Results of the Scheffe Test to identify the direction and significance of differences in the organizational structure due to the variable of scientific qualification

Qualification	Diploma	BA	Postgraduate
Diploma	-		
Ba	-0.1577	-	
Postgraduate	-0.5185*	-0.3608*	-

* Significant at (0.05)

It is clear from the previous table that there are statistically significant differences at the level of (0.05) attributed to the variable of scientific qualification in the first field "organizational structure" among those with postgraduate qualifications with diploma qualifications for those with a diploma qualification, and differences between those with postgraduate qualifications With a bachelor's degree in favor of holders of bachelor's qualifications. This result can be explained by the fact that graduates with postgraduate qualifications are often dissatisfied with the organizational structure as a result of non-appreciation of the university and appropriate jobs, The lowest scientific degrees. Also, there are no statistically significant differences between diploma holders and holders of bachelor's degrees.

Table 16: Results of the Scheffe Test to determine the direction and significance of differences in the field of communication due to the variable of scientific qualification

Qualification	diploma	BA	Postgraduate
Diploma	-		
Ba	-0.1613	-	
Postgraduate	-0.3801*	0.2188	-

* Significant at (0.05)

It is clear from the previous table that there are statistically significant differences at the level of (0.05) due to the variable of the academic qualification in the fourth field, the "communication pattern" among the holders of postgraduate qualifications with diploma holders in favor of diploma holders. This result can be explained by those with qualifications Postgraduate studies as shown in the previous field of dissatisfaction with the organizational structure, as a result of their lack of appreciation by granting them administrative jobs commensurate with their qualifications and therefore are not satisfied with the mechanism of communication that is carried out through the organizational structure, and also note from the table no significant differences Statistically between Holders of other academic qualifications in this field.

H02-4: There are no differences in the relationship between the organizational structure and the prevailing pattern of communication depending on the variable years of service.

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

Table 17: Source of variance, sum of squares, degrees of freedom, mean squares, P value, and significance level due to variable years of service

Field	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

Field	Source	Total Squares	Degrees Of Freedom	Average Squares	"F" Value	Level of significance
	Within groups	112.899	256	0.441		
	Total	115.829	259			
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			

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

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

It is clear from the previous table that the value of the calculated F is less than the F value of the table. Thus, there are no statistically significant differences in all fields. This proves the validity of the hypothesis. The researchers explain this result. The workers in their different work experience have the same perception of the nature of the organizational structure and type of communication Prevailing.

H02-5: There are no differences in the relationship between the organizational structure and the prevailing pattern of communication depending on the functional level variable.

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

Table 18: The source of the variance, the sum of the squares, the degrees of freedom, the mean squares, the value of "P", and the level of significance attributed to the variable of the functional level

Field	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			
Contact Style	Between groups	.632	2	0.316	0.604	Not statistically significant
	Within groups	135.475	259	0.523		
	Total	136.107	261			

The value of the "F" of the table at degrees of freedom (259 ÷ 2) and at the level of significance (0.05) = 3.03

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

The above table shows that the calculated "F" value is less than the "F" value of the table, meaning that there are no statistically significant differences in all fields, which proves the validity of the hypothesis.

H02-6: There are no differences in the relationship between the organizational structure and the prevailing pattern of communication depending on the workplace variable.

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

Table 19: source of variance, sum of squares, degrees of freedom, mean squares, value of "F", and level of significance attributed to the variable of the workplace

Field	Source	Total Squares	Degrees Of Freedom	Average Squares	"F" Value	Level of significance
Organizational Structure	Between groups	1.445	3	0.482	1.078	Not statistically significant

Field	Source	Total Squares	Degrees Of Freedom	Average Squares	“F” Value	Level of significance
	Within groups	114.385	256	0.447		
	Total	115.829	259			
	Between groups	1.897	3	0.632		
Contact Style	Within groups	134.210	258	0.520	1.215	Not statistically significant
	Total	136.107	261			
	Between groups	1.897	3	0.632		

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

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

The above table shows that the calculated "F" value is less than the "F" value of the table, meaning that there are no statistically significant differences in all fields. This proves the hypothesis is incorrect. This result can be explained by the fact that the working environment at the university is rather intertwined and convergent, which makes the employees' perception of the nature of the organizational climate and pattern of communication similar.

H02-7: There are no differences in the relationship between the organizational structure and the prevailing pattern of communication depending on the University.

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, P value, and significance level

Field	Source	Total Squares	Degrees Of Freedom	Average Squares	“F” Value	Level of significance
Organizational Structure	Between groups	11.396	2	5.698	14.022	Significant at (0.01)
	Within groups	104.433	257	0.406		
	Total	115.829	259			
Contact Style	Between groups	17.985	2	8.992	19.717	Significant at (0.01)
	Within groups	118.122	259	0.456		
	Total	136.107	261			

The value of the "F" of the table at degrees of freedom (259 ÷2) and at the level of significance (0.05) = 3.03

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

The above table shows that the value of the calculated F is greater than the F value of the table, and therefore there are statistically significant differences according to the university variable.

This result can be explained by the different circumstances of each university from another, while the Islamic University is the oldest and most stable universities, which is a public university, we find that the University of Al-Aqsa is the most recent of these universities, a government-run university, run by the government does not fully apply the staff fully staffed, as it is affected by the political division on the Palestinian arena, and its dependence on two ministries. This result can be explained by the different circumstances of each university from another, while the Islamic University is the oldest and most stable universities, which is a public university, we find that the University of Al-Aqsa is the most recent of these universities, a government-run university, run by the government does not fully apply the staff fully staffed, as it is affected by the political division on the Palestinian arena, and its dependence on two ministries of higher education, One in Gaza, the other in Ramallah, Thus dividing the staff in their loyalty to either government, All this affects the climate organization prevailing in this university, The University of Al-Azhar, which is subject to financial crises from time to time mainly due to the dependence on fees collected from students in funding the university, Affecting their performance and the prevailing organizational climate.es of higher education, one in Gaza, the other in Ramallah, thus dividing the staff in their loyalty to either government, all this affects the climate organization prevailing in this university, the University of Al-Azhar, which is subject to financial crises from time to time mainly due to the dependence on fees collected from students in funding the university, affecting their performance and the prevailing organizational climate.

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

Table 21: Results of the Scheffe Test to identify the direction of differences and their significance in the field of organizational structure due to the variable of the university

University	Islamic University	Al Azhar University	Al-Aqsa University
Islamic University	-		
Al Azhar University	-0.3184*	-	
Al-Aqsa University	-0.4821*	-0.1634	-

* Significant at (0.05)

It is clear from the previous table that there are statistically significant differences at the level of (0.05) attributed to the university variable in the field of "organizational structure" between the Islamic University and Al-Azhar and Al-Aqsa universities in favor of the Islamic University. The researchers explain this result that the Islamic University is the oldest Palestinian universities in the Gaza Strip, and this is reflected in the organizational structure, and we note from the table that there are no statistically significant differences between the universities of Al-Azhar and Al-Aqsa according to the field of the organizational structure.

Table 22: Results of the Scheffe Test to identify the direction and significance of differences in the field of communication due to the university variable

University	Islamic University	Al Azhar University	Al-Aqsa University
Islamic University	-		
Al Azhar University	-0.2584*	-	
Al-Aqsa University	-0.6220*	-0.3636*	-

* Significant at (0.05)

It is clear from the previous table that there are statistically significant differences at the level of (0.05) attributed to the university variable in the field of "communication mode" between the Islamic University and both the universities of Al-Azhar and Al-Aqsa for the Islamic University. The researchers explain this result by the administrative stability in the Islamic university, Open the field of channels of communication more free, as we note from the table there are statistically significant differences between the universities of Al-Azhar and Al-Aqsa for the benefit of Al-Azhar University, as explained previously to the political polarization located in the university.

11. CONCLUSIONS

- The results showed that there is high satisfaction with the nature of the organizational structure in the Palestinian universities from the point of view of administrative staff, with a percentage of (68.05%).
- The results showed that there is a high level of communication pattern prevailing from the point of view of administrative staff, where the percentage (71.32%).
- The results showed that there is a direct correlation between the nature of the organizational structure and the prevailing pattern of communication.
- The results showed that there were no differences between the sample according to the gender variable in their perception of the nature of the organizational structure and the prevailing pattern of communication.
- The results indicate that there are no differences in the employees' perception of the nature of the organizational structure and the pattern of communication prevailing according to the age variable.
- The results showed that there are statistically significant differences in the perception of the nature of the organizational structure and the type of communication according to the variable of scientific qualification in the organizational structure and the type of communication. Differences were in favor of diploma holders compared to other practical qualifications.
- The results indicate that there are no differences in the employees' perception of the nature of the organizational structure and the type of communication according to the variable years of service.
- The results indicate that there are no differences in the employees' perception of the nature of the organizational structure and the type of communication according to the functional level variable (manager, department head, and administrative officer).
- The results indicate that there are no differences in the employees' perception of the nature of the organizational structure and the type of communication according to the variable of the workplace.
- The results indicate that there are differences in the employees' perception of the nature of the organizational structure and the type of communication according to the university in which they work.
- The results showed that there are statistically significant differences between the Islamic University and Al-Azhar University, the nature of the organizational structure and the pattern of communication in favor of the Islamic University.

- The results showed that there are statistically significant differences between Al-Azhar University and Al-Aqsa University in the prevailing communication pattern in favor of Al-Azhar University.

12. Recommendations

- The managements of the Palestinian universities in the Gaza Strip in general, Al-Aqsa University and Al-Azhar Universities should be given greater attention to the prevailing organizational structure and to the placement of workers.
- Improve the communication pattern prevalent in universities.
- Solve employee problems and give them the opportunity to contribute to solving their own problems.
- Strengthening the democratic leadership style and empowering university staff.

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