

The Organizational Structure and its Role in Applying the Information Technology Used In the Palestinian Universities- Comparative Study between Al-Azhar and the Islamic Universities

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Abstract: *The study aimed to study The Organizational Structure and its role in applying the Information Technology Used the Palestinian universities as a comparative study between Al-Azhar and Islamic universities. The researchers used the analytical descriptive method through a questionnaire that randomly distributed among Palestinian university workers in Gaza Strip. A sample of (182) administrative staff from the two universities, the response rate was (81.35%).*

The study reached a number of results, the most important of which is that there is a high level of the Information Technology Used from the perspective of administrative staff, there is a direct correlation between The Organizational Structure and the Information Technology Used, the role and impact of The Organizational Structure in the nature of the Information Technology Used, the absence of differences between the sample according to the variable (gender and age), there are statistically significant differences in the perception of The Organizational Structure and the Information Technology Used according to the variable of scientific qualification in The Organizational Structure, while there were no differences in Field of the Information Technology Used, the differences in The Organizational Structure according to the scientific qualification were in favor of those who obtained the diploma degree compared to other practical qualifications, the absence of differences in the perception of employees The Organizational Structure and the Information Technology Used depending on the variable years of service, the differences in The Organizational Structure and technology perception depending on the job level variable (Director, Head of Section, and Administrative Officer) for the benefit of the Administrative Officer, the absence of differences in the perception of employees The Organizational Structure and the Information Technology Used depending on the workplace variable, the differences in the perception of employees The Organizational Structure and the Information Technology Used by the University working for the Islamic University.

The study reached a number of recommendations, the most important of which is that the managements of the Palestinian universities in Gaza Strip should be given more attention to the existing The Organizational Structure and modified to suit the need of work, the need for universities to continue to pay attention to the continuous improvement of the Information Technology Used and strengthening the democratic leadership style and empowering university staff.

Keywords: The Organizational Structure, the Information Technology Used, Palestinian Universities, Gaza Strip, Palestine.

1. INTRODUCTION

As a result of this development, there has been a structural change in the functions of management and methods of work in modern organizations after processing and analyzing information, which has become an important resource for any organization and has become one of the basic dimensions of the administrative process. The emergence of information technology has created new opportunities for business managers to find areas to use in business strategies (Abu-Naser, 2018), (Al Shobaki, 2017), (Abu Amuna, 2016), (El Talla, 2017), (Abu-Naser, 2017) and (El Talla, 2018).

In an economic and social environment that is known for profound transformations, the organizations themselves have faced major challenges and different ways of governance, requiring them to find new ways to absorb these developments and raise challenges. Especially with the spread of economic globalization, which made it required to provide new and better, through experience, creativity and

innovation to achieve quality and quality. The increasing reliance on information technology has had a profound impact on the organization, both in terms of form and structure, or on the other hand, providing a range of strategic options to address them in order to improve and maintain the performance of organizations. The application of IT improves the ability of enterprises to innovate and increases their operational efficiency and strategies. Its administrative and marketing operations are effective (Al Shobaki, 2018), (Al Shobaki, 2017), (El Talla, 2017), (Abu-Naser, 2017) and (Abu Amuna, 2016).

There is a growing interest in studying The Organizational Structure of university staff in order to increase the sense of the importance and place of the workers in determining the future of their universities, as well as the impact they have on developing the reality and objectives of these universities. Universities are a good example of organizations that need a good The Organizational Structure to improve the performance of their employees. The study aims to study The Organizational Structure and its role in the application

of the Information Technology Used in Palestinian universities. A comparative study between Al-Azhar and Islamic Universities.

2. PROBLEM STATEMENT

Paying attention to what is new especially in Field of communication technology for institutions that need communication technology, whatever its activity, to provide the necessary information and data for the continuity of the administrative process, and then control the flow of information within its The Organizational Structure. The revolution of modern technology, especially those based on information and communication systems, has led to profound developments in all fields: scientific, service and industrial. So that enterprises have benefited greatly from ICTs in improving their performance and productivity and have produced new situations and practices and the latest changes in their functions as the use of e-mail in today's institutions has grown. Today, the world is experiencing great technological progress. Information has become a powerful source of information, control, classification, organization, and transmission of information. Modern communication technology has been used for its enormous storage capacity and its rapid retrieval speed. Developments Modern technology in Field of informatics especially to the emergence of modern communication systems that provide the conditions for the transfer of messages and circulation as soon as possible and at the lowest cost, especially in the network of intranets and extranets (Abu-Naser, 2016), (Al Shobaki, 2018), (Abu Amuna, 2017), (El Talla, 2017), (Abu-Naser, 2018) and (El Talla, 2018).

The researchers concluded that there is a discrepancy between the performances of the Palestinian universities in the Gaza Strip and that there are many factors that affect their performance. Therefore, this study aims at The Organizational Structure and its role in applying the Information Technology Used in the Palestinian universities. In order to help draw the attention of the administrations of these universities to the importance of improving and addressing the disadvantages of the advancement of these universities and to face the obstacles faced administratively and technically. The problem of research is to answer the following questions:

Q1-: what is the nature of The Organizational Structure in the Palestinian universities in question?

Q2-: What level of technology is used in Palestinian universities?

Q3-: Is there a relationship between the nature of The Organizational Structure prevailing in Palestinian universities and the Information Technology Used?

Q4-: Is there an impact of The Organizational Structure on the Information Technology Used in the Palestinian universities in question?

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.
2. Identify the level of the Information Technology Used in the research universities.
3. Analysis of the relationship between the nature of The Organizational Structure and the Information Technology Used.
4. Identify the role of The Organizational Structure in applying the Information Technology Used in Palestinian universities.
5. Identify differences in The Organizational Structure and the Information Technology Used according to demographic and organizational characteristics (gender, age, qualifications, years of service, job level, and workplace).
6. Identify the differences in The Organizational Structure and the Information Technology Used between Al-Azhar University and Islamic University.
7. Provide suggestions and recommendations that help the management of Palestinian universities in the Gaza Strip and all departments working in Field of education to develop their The Organizational Structures and improve the Information Technology Used.

4. RESEARCH IMPORTANCE

The importance of the study is shown by:

- It can 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 prevailing in universities and the application of the Information Technology Used.
- In addition to this vital field of research, one of the important areas that dealt with The Organizational Structures and their need for development at present is the result of the huge developments in the external environment and the need for universities to use modern technology to improve their operations.
- Because universities are affected by the quality and effectiveness of their human resources, and an important part of these resources is administrative staff, so more attention should be given to them so that they can achieve their goals and objectives.

5. RESEARCH HYPOTHESIS

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

H01: There is a statistically significant relationship between The Organizational Structure prevailing in the university and the nature of the Information Technology Used.

H02: There is an impact of The Organizational Structure on the nature of the Information Technology Used in Palestinian universities.

H03: There are differences of statistical Sig. in The Organizational Structure and the nature of the Information

Technology Used according to the demographic and organizational variables.

The main hypothesis is based on a set of sub-assumptions:

H03-1: There are statistically significant differences in The Organizational Structure and the nature of the Information Technology Used according to the demographic variables (gender - age - scientific qualification).

The main hypothesis is based on a set of sub-assumptions:

1. There are statistically significant differences in The Organizational Structure and the nature of the Information Technology Used according to the gender variable
2. There are statistically significant differences in The Organizational Structure and the nature of the Information Technology Used according to the age variable.
3. There are statistically significant differences in The Organizational Structure and the nature of the Information Technology Used according to the variable of the scientific qualification.

H03-2: There are statistically significant differences in The Organizational Structure and the nature of the Information Technology Used according to the organizational variables (years of service - level of work - place of work).

The main hypothesis is based on a set of sub-assumptions:

1. There are statistically significant differences in The Organizational Structure and the nature of the Information Technology Used according to the variable years of service.
2. There are statistically significant differences in The Organizational Structure and the nature of the Information Technology Used according to the functional level variable.
3. There are statistically significant differences in The Organizational Structure and the nature of the Information Technology Used according to the variable of the workplace variable.

H03-3: There are statistically significant differences in The Organizational Structure and the nature of the Information Technology Used according to the university in which they work.

6. RESEARCH VARIABLES

- **Independent variables:** The Organizational Structure.
- **The dependent variable:** The nature of the Information Technology Used.
- **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 Gaza (Islamic University, Al-Azhar University).
3. **Time Limits:** This study was implemented at the beginning of 2018 and therefore represents the reality at this time.

8. RESEARCH TERMINOLOGY

- **The Organizational Structure:** The Organizational Structure refers to the structure that defines the internal structure of the establishment. It shows the divisions, organizations and sub-units that perform the various activities and activities necessary to achieve the objectives of the organization. It also reflects the quality and nature of the relationship between its departments and the nature of their responsibilities and powers. In the organization (Al-Harthy, 2009). The Organizational Structure must be complex in terms of the number of levels and administrative units. It allows employees to brainstorm and communicate effectively vertically and horizontally, to work on the opinions of others, to encourage competition among employees to bring them to new creative ideas and outstanding performance, and to design organizational units with an appropriate operating environment for the various stages of the distinguished administrative process with high performance (Al Shobaki, 2018).

The Organizational Structure is that the administration adjusts and develops its The Organizational Structure in terms of division of labor, the development of administrative units, the collection of activities and functions, the identification of authorities, powers and responsibilities, and the improvement of communication means to achieve the desired benefit for both the employees and the organization. The process of modifying and adapting The Organizational Structure must be based on the optimal utilization of the available resources and the organizational loyalty of individuals through appropriate measures, such as organization of work through groups and teams, so that the individual becomes a member of a group or group characterized by harmony and social interaction. Mutual trust and cooperation between the individual and the community to achieve the goals (Hamoud, 2002).

- **The Information Technology Used:** It means the extent to which the use of modern technological methods in management that contribute to the automation of administrative work and updating from time to time, and the addition of facilities that benefit work and creativity (Al-Thunibat, 1999). Modern technological developments are one of the most conducive factors for organizational climate for both individuals and the organization. However, sometimes it raises many concerns, such as increasing unemployment and reducing the morale of workers, but this approach to technology is considered a disease. (Hamoud, 2002).

The availability of appropriate technology has a positive impact on the quantity and quality of services and production, as well as on the reduction of time required and thus reducing the effort given away (Jad Al-rab, 2005).

9. LITERATURE REVIEW

➤ Study of (El Talla et al., 2018) aimed 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 Employees 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 Sig. 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 The Organizational Structure and the staff, the need to improve the pattern of communication prevalent in universities. Solving Employees' problems and giving them the opportunity to contribute to solving their own problems. Strengthening the democratic leadership style and empowering university staff.

➤ Study of (El Talla et al., 2018) aimed to shed light on the nature of The Organizational Structure prevailing in Palestinian governmental universities and to identify the most important differences in the perceptions of Employees of The Organizational Structure in the Palestinian governmental universities according to the demographic and organizational variables. The researchers used the descriptive analytical method, through a questionnaire randomly distributed to the sample of the Employees of Al-Aqsa University. The study was conducted on a sample of (80) administrative staff from Al-Aqsa University. The study found that there is a moderate degree of satisfaction with the nature of The Organizational Structure prevailing in the Palestinian governmental universities from the point of view of the administrative staff, with a percentage of (63.11%). The absence of differences between the sample according to the gender variable in their perception of the nature of The Organizational Structure prevailing at Al-Aqsa University, the absence of differences in their perception of the nature of The Organizational Structure depending on the age variable. There are statistical Sig. differences in the perception of the elements of the organizational climate depending on the variable of scientific qualification in their perception of the nature of The Organizational Structure in favor of holders of a bachelor's degree, the absence of differences in their perception of the nature of The Organizational Structure depending on the variable years of service, and the absence of differences in their perception of the nature of The Organizational Structure depending on the variable level of career (Director, Head of Department, and Administrative Officer). The study reached a number of recommendations, the most important of which is that the management of the Palestinian governmental universities in general and Al-Aqsa University in particular should be given special attention to The Organizational Structure and modified in a way that achieves the goals of the university and the aspirations of the Employees. The universities should

have the opportunity to participate in the restructuring of The Organizational Structure, the importance of solving the problems of Employees and giving them the opportunity to contribute to solving their own problems, and the need to use the method of rotation of Employees and periodically.

- Study of (Al Shobaki et al., 2018) aimed 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 Fields was as follows: Technology used: 74.55%, nature of work: 71.80%, communication style: 71.32% Leadership: 68.98%, The 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.
- Study of (Al Shobaki et al., 2018) aimed to identify the performance of the administrative staff in the Palestinian universities in Gaza Strip. The researchers used the analytical descriptive method through a questionnaire distributed randomly to the sample of 320 administrative staff from the three universities. The response rate was (81.87%). The study reached a number of results, the most important of which is that there is a high level of performance from the point of view of the administrative staff, as the percentage reached (81.51%).

The results showed that there were no differences in the perception of the employees according to the variables “age, years of service, job level (manager, head of department, administrative officer), place of work”. The results showed that there are differences in the perception of employees to perform the function depending on the university variable, where the results indicated that there are statistically significant differences between the Islamic University and Al-Aqsa University in the job performance in favor of the Islamic University. The study reached a number of recommendations, the most important of which is that the managements of the three Palestinian universities in Gaza Strip should give special attention to job performance in general and Al-Aqsa University and Al-Azhar University in particular. The Employees of universities should have the opportunity to participate in decision-making. The Management of the three universities should keep interest in continuous improvement of the performance of their employees. Enhancing the periodic evaluation of the job performance, informing employees about their evaluations, and giving them the chance to express their opinion about it. Solving employees' problems and giving them the opportunity to contribute in solving their own problems. And the use of the staff rotation method periodically.

- Study of (El Talla, 2017) aimed to investigate the relationship between the organizational variables and job performance at Gaza strip Universities, the organizational variables included: communication style, nature of work, the Information 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 Information 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.

- 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, Mean 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: The 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 Mean 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 (The Organizational Structure, the extent of participation in decision-making and in the total scope of organizational climate); and that differences were in favor of holding a diploma, the differences did not exist in the scope leadership style .
- Study of (Al-Saffar, 2009) The study aimed to identify the impact of the main organizational climate dimensions such as The 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, The 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, (The 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 Sig. 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 (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 (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, The 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.

10. RELATED WORK

First- The Organizational Structure:

The organization expresses a pattern of relationships through which employees follow certain objectives and under the supervision of their peers. These objectives are only the result of the decision-making process of planning. The goals developed by the managers are ambitious and do not stop at the end. The managers seek to grow and stay their organizations as long as possible. The staff of the organization needs a firm and clear framework to work together to achieve the objectives of the organization. The management process of the organization includes the decision to create such a framework so that the organization can remain as long as possible. The managers should take into account two types of factors when they wish to organize the organization:

1. Identify their organizational objectives and strategic plans to achieve those goals, the capabilities of the Organization and the potential to implement those strategies.
2. Know what is happening now and what is possible in the future in the regulatory environment In the light of these two sets of factors, managers make decisions that lead to the alignment of strategic goals and plans with environmental factors. This phase is called the organization design or The Organizational Structure.

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. The most important indicators that can be used to evaluate the efficiency of the administrative system at the university (Jad Al-rab, 2010):

- 1- The existence of The Organizational Structure and internal regulations clearly and unambiguously defined, ambiguities, overlaps, conflicts of competencies or duplication of responsibilities and authorities.
- 2- The proper application of these regulations and laws and the absence of deviations from them.
- 3- The speed of termination of procedures and lack of complexity.
- 4- The relationship between the administrative body and other groups, where there is no dispute or conflict or disagreement between the various parties.
- 5- The nature, qualifications, abilities and experience of the administrative staff, and their compatibility with the description and job description of the functions and functions of the university.
- 6- Human and social relations between university employees and each other.
- 7- Areas of development and development of human resources working in the administrative body at the university.
- 8- Clarity and fairness of promotions, transfer, promotion, rewards, allowances and grievances.

Second- The Information Technology Used:

Today, the world is experiencing great technological progress, in which the information and communications sector has taken the lead among other traditional sectors. Information or information has become an essential source with a strong and visible impact on all activities of individuals or institutions. The strength of these institutions depends on having the greatest of information, and how to control and classify and organize and then send, and for that was the use of modern communication technology for its enormous storage capacity, and the speed of super-retrieval, has led to technological developments in Field of informatics

especially to the emergence of A modern communications company, which provides the conditions for the transfer and circulation of messages in a timely manner at the lowest cost.

Thus, modern communication technology as a new innovator has entered the most important infrastructure of enterprises as an important input of the modern open enterprise, which wants to keep abreast of new developments. Today, changes cannot be made unless the changes in communications are borne by them, " Gerhard shulmeyer Gerhard, Changes in communications lead to rapid shifts in depth, and high-speed communications networks can make direct gains, enabling communication more easily and contributing to access to information sources (François and Nicola, 2001).

The emergence of modern communication technology has contributed to the emergence of the open digital network economy, which has moved the traditional enterprise into an open enterprise, offering its products and services to all individuals at anytime and anywhere. The impact of modern communication technology has not only been in contact with the institution, but has also led to the creation of a new style of modern management that differs from the previous one. Modern communication technology has also contributed to changing the contents of the traditional management functions of the organization from planning, organizing, Decisions, the function of planning as before is no longer a routine formal activity prior to implementation, and is implemented from top to bottom, as has fundamentally changed the functions of organization, control and decision-making.

Technology is the introduction of change and development of the organization, which helps simplify the work procedures and often rid of the routine parts, and the muscle effort that may need, and provide more opportunity for workers to exploit their potential and potential, but on the other hand, the increased reliance on equipment and equipment May make the organizational climate take a negative trend characterized by stagnation and inhumanity, and the human being like the machine moves in calculated steps and limited movements (Al-Nouri, 1994). However, if technology is used in a healthy way, it contributes to improved productivity (Hamoud, 2002):

- Technology contributes to the distribution of tasks and duties and to work properly among individuals and groups.
- Technology contributes to the creation and identification of communication networks in such a way as to achieve organizational cohesion with maximum efficiency and effectiveness.
- Technology sets organizational levels and relationships according to the real needs of the workflow networks.
- Technology contributes to the efficiency of the performance of individuals in the Organization in terms

of speed, reduction of waste and loss of human, material and financial efforts.

- Technology contributes to improving the physical conditions of work in terms of light, heat and sound, in order to achieve the highest possible efficiency in performance.

Thus, it is clear that advanced technology will achieve the regulatory environment capable of killing the spirit of monotony and routine in performance, and the self-innovations of the individual and groups at work, and achieve the organizational climate suitable for outstanding achievement.

The importance of a positive The Organizational Structure is growing in the face of rapidly changing environmental changes, rapid competition, globalization and rapid technological change, which requires the Organization to perform consistently and continuously. Performance is the process behind which progress is made. Since The Organizational Structure is a description of the characteristics of the work environment, the functional performance must be influenced by the prevailing The Organizational Structure. Either it encourages or impedes progress and improvement. A good The Organizational Structure gives the opportunity to develop and improve performance. Communication and decision-making, and provides material and moral incentives. It is the distinct organizations that provide an appropriate regulatory environment in which excellence in performance is recognized as a permanent institutional goal, making outstanding performance a vital and vital task involving all employees.

The most important IT applications in management (Jawad, 2006):

A. Information and communication technologies (ICT) play a key role in the training and management development process at each of the following stages:

- Needs identification stage.
- The stage of planning and designing appropriate programs.
- Program implementation phase.
- Evaluation and review process.
- Phase optimization and development.
- This is in addition to decision-making and data analysis.

The impact of information technology on these stages lies in the accuracy of its identification and analysis, and it can be carried out remotely, accurately and quickly, and the possibility of benefiting from the experience in other places and at a lower cost. It is possible to refer here to the following concrete applications:

- Direct dialing
- Filling various forms electronically on line forms
- Rapid deployment using e-mail and the Internet

- Flexibility in modifying plans, programs and information
- Distance Learning E-Learning
- Analyzing the various data with accuracy and high efficiency, and the speed of updating, which is reflected positively on the appropriate decision in a timely manner.

The fundamental changes made by the application of information technology in the management concept:

- Change the working methods, the use of modern technology allows work remotely and also give remote guidance, which is reflected on both the elements of time and cost.
- The speed of information circulation within the institution and thus help to make good decisions.
- Change skills, a large amount of information that is difficult to deal with easily requires special skills in the selection.
- Change plans.
- Freeing the human element from the constraints of routine work and from it to creative and intellectual work.
- Increase the importance of information confidentiality and reliability.

Core changes required from The Organizational Structures of organizations and changes in working methods with new situations:

Organizations use many technological types to transform their inputs into outputs. It has been found that there is a strong relationship between the volume of production processes and the structure of the organization. The efficiency and effectiveness of the organization are highly dependent on the degree of proportionality between the Information Technology Used in the organization and it's The Organizational Structure (Atef, 2009). The mechanical structure usually fits institutions using simple technology, while the organic structure fits institutions that use complex technology. Therefore, the most fundamental changes required from The Organizational Structures of enterprises can be summed up in:

- Establishment and establishment of an organizational unit for information technology within each organization or company.
- Review The Organizational Structure so that the institution remains able to operate within competitive grounds and establish new units focused on marketing, sales, strategic planning, customer orientation Customer Orientation
- To find The Organizational Structures that are compatible with technological progress and contribute to the maximum utilization of new applications, to suit modern working methods and to expand participation in decision-making.

Third: Workers 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. D of the availability of a good regulatory environment that helps them to that performance (Al Shobaki, 2018). The number of administrative staff at the Islamic University (466) employees, while at Al-Azhar University (227) employees.

The previous review of the Palestinian universities in the Gaza Strip, the high turnout of Palestinian students to join these universities and the potential for this, in addition to the lack of material resources necessary to carry out its activities in the form required, and the adoption of funding mainly on fees collected from students, In order to improve their performance, as administrative staff are a significant part of the staff of these universities and are responsible for the provision of administrative services complementary to teaching services, universities are required to provide them with a healthy and appropriate organizational climate for AD E their work well, and which reinforces their affiliation and loyalty to these universities to paper them better and achieve Her message which it was created (Al Shobaki, 2018).

11. ANALYTICAL APPROACH

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 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 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 and Al-Azhar University. The study society is composed of (953) administrative staff.

Third- The study sample:

- A. A survey sample was used by the researchers to verify the validity and reliability of these tools. The sample size was 32 administrative staff.
- B. The sample was composed of (221) administrative staff from the two universities. The required sample calculated according to the law was (181) employees. The response rate was (82.35%). The sample distribution and degree of response as in the following table:

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

Item	Islamic University	Al-Azhar University	Total
The size of society	428	227	655
The ratio	%61	%39	100%
Distributed sample	144	77	221
Number of respondents	111	71	182
Response rate	77.08%	92.20%	81.35%

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		Total
	111		71		
Career Level	Director	Head Of The Department	Administrative Employee		182
	22	37	123		

Gender	Male	Female			182
	131	51			
Age	20-30 years	31-40 years	41-50 years	Greater than 50 years	182
	61	57	42	22	
Qualification	Diploma	BA	Postgraduate		182
	55	95	32		
Years of service	Less than 5 years	5-7 years	8-10 years	More than 10 years	182
	39	36	15	92	
Workplace	Deanships And Colleges	Financial Services	Administrative Roundabout	Technical Circles	182
	53	21	96	12	

Fourthly- Study tool:

Since the nature of the hypotheses and the variables involved are the ones that control the choice of the appropriate tool, the researchers then prepared a measure for that study that fits its objectives and hypotheses, which measures the impact of The Organizational Structure on the nature of the Information Technology Used. The process of designing and preparing the study scale has gone through several stages and steps:

- 1- See the literature of The Organizational Structure and the Information Technology Used, and previous studies on 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.

Scale Units: The standard includes 20 statement.

Method of Correcting the Method: 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	Agree	Strongly Agree
Degree	1	2	3	4	5

Each question has five answers (strongly disagree - disagree - neutral – agree - 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, (agree) 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. **Authentic honesty:** Researchers have verified the authenticity of the tool ostensibly by presenting to a group of holders of a doctorate degree in business administration, and the apparent honesty shows the general appearance of the test in terms of relevance to the examinees, and the affiliation of the phrase to Field, and clarity of 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 Field to which they belong, as well as correlation coefficients between each field and the scale as a whole, as in the following tables:

Table: 4 Honesty coefficients for each paragraph with the total score of Field of the organizational structure

No.	Item	Honesty level	Level of Sig.
1.	The Organizational Structure of the University complies with its general objectives	0.381	0.05

No.	Item	Honesty level	Level of Sig.
2.	The functions are consistent with the nature of The Organizational Structure	0.651	0.01
3.	The Organizational Structure of the department is very good	0.439	0.01
4.	The Organizational Structure of the University is characterized by the clarity of relations between presidents and subordinates	0.722	0.01
5.	The Organizational Structure of the university is flexible	0.735	0.01
6.	There is no overlap and duplication of work and functions within the university	0.366	0.05
7.	The division of labor in The Organizational Structure of the university helps 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 university staff correspond to the nature of the duties and duties of their jobs	0.359	0.05
10.	There is a high level of communication and collaboration between parts of The Organizational Structure	0.483	0.01

Table 5: *Honesty coefficients per paragraph with the total score of Field of information technology used*

No.	Item	Honesty level	Level of Sig.
1.	University technology contributes to improved decision-making	0.757	0.01
2.	The university is constantly developing the Information Technology Used by the university	0.734	0.01
3.	The university's technology leads to faster work completion and better service quality.	0.574	0.01
4.	The Information Technology Used by the university is easy to use	0.451	0.01
5.	The University's technology is in line with business requirements	0.807	0.01
6.	The Information Technology Used at the University contributes to the effort	0.818	0.01
7.	There is good knowledge of technological developments appropriate to the objectives of deanships, departments and the university as a whole	0.782	0.01
8.	The Information Technology Used is proportional to the workload	0.857	0.01
9.	The university accomplishes most of its work using technology	0.585	0.01
10.	The university adapts and responds to technological changes permanently	0.796	0.01

Stability of the scale:

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

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

Table 6: *Stability coefficient of the impact of the organizational structure on the nature of information technology used in universities*

No.	Field	No. of Items	Correlation coefficient before adjustment	Correlation coefficient after adjustment	Level of Sig.
1.	The Organizational Structure	10	0.341	0.480	Sig. at 0.01
2.	The Information Technology Used	10	0.588	0.741	Sig. at 0.01

It is clear from Table (7) that the stability coefficients of all midterm fragmentation were high, indicating that the questionnaire has a high degree of stability. The researchers then determined Cronbach's Coefficient Alpha of persistence between the terms of each field separately, as shown in the following table:

Table 7: *Shows the coefficients of Cronbach's Coefficient Alpha stability for each dimension of the organizational structure scale and its relation to information technology used in universities*

No.	Field	Cronbach's Coefficient Alpha stability
1.	The Organizational Structure	0.667

No.	Field	Cronbach's Coefficient Alpha stability
2.	The Information Technology Used	0.897

The above table shows that Cronbach's Coefficient Alpha are all above (0.667). This indicates that the questionnaire has a high degree of stability.

Fifthly- 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- Means, frequencies, standard deviations and percentages.
- 2- Spearman Brown's correlation coefficient for the equal half - division, and Cronbach's Coefficient Alpha factor to determine the stability of the resolution.

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 Means of less than (1.80) indicate a very low degree in the elements of Field. The Means 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 Field, and the Means ranging from (3.40: 4.19) indicate that there is a large degree in the elements of Field. More than (4.20) indicate that there is a very large

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

Answer the study questions:

Answer the study question which states:

Q1-: what is the nature of The Organizational Structure in the Palestinian universities in question?

To answer the study questions and to use the pentagram in the study instrument, the study adopted the criterion mentioned by Abdul Fattah (2008) to judge the trend when using the pentagram. The following table illustrates this:

degree in the elements of Field on the scale used in the study shown in the previous table.

To answer this question, the researchers resorted to repetitions, Means, 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 Field of Organizational Structure

No.	Item	Total Scores	Mean (5)	Standard Deviation	Percentage	Rank
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 is very good	895	3.44	1.002	68.80%	4
4.	The Organizational Structure of the University is characterized 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.	The division of labor in The Organizational Structure of the university helps 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 university staff correspond to the nature of the duties and duties of their jobs	853	3.29	1.147	65.80%	8
10.	There is a high level of communication and collaboration between parts of The Organizational Structure	874	3.37	0.937	67.40%	6

No.	Item	Total Scores	Mean (5)	Standard Deviation	Percentage	Rank
All items of the dimension		884.61	3.4024	0.6687	68.05%	

The above table shows the results achieved in the organizational climate and its relation to the functional performance in Field of The Organizational Structure by presenting the arithmetic Means for Fields of Field. It is noted that the Means ranged between 3.11 and 3.68.

Table (9) shows that all paragraphs range from medium to high, with five paragraphs in this area having a high percentage between 68% and 83.90%. In addition, five paragraphs scored a moderate score between 52.00% and 67.90%. 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 faster completion of the work) in third place and by percentage (71.00%), the paragraph (no overlap and duplication of work and jobs within the university) ranked last with a percentage (62.20%), the total score for Field was 68.05% (high).

This indicates the importance of an appropriate The 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) and Peter (2000), 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 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 level of technology is used in Palestinian universities?

Table 10: Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of ICT Sample Members Used in the Organizational Structure Scale and its Relation to Information Technology Used in Universities

No.	Item	Total Scores	Mean (5)	Standard Deviation	Percentage	Rank
1.	University technology contributes to improved decision-making	260	3.73	0.937	74.60%	6
2.	The university is constantly developing the Information 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 Information 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.	The Information 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 Information 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
All items of the dimension		262	3.7277	0.7438	74.55%	

The above table shows the results achieved in the organizational climate and its relationship to functional performance in Field of the Information Technology Used by presenting the arithmetic Means of Fields of Field. The Means were between (3.61 and 3.86).

Note from Table (10) that all paragraphs were high between (68%) and (83.90%), the paragraph (the Information 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 Information Technology Used in the university constantly) ranked second with a percentage (76.40%), then the paragraph (the Information Technology Used by the university to provide the effort) in third place and percentage (76.00%), the paragraph (there is a good knowledge of technological developments appropriate to the objectives of the Deans and departments and the university as a whole) in the last place with a percentage (72.20%). The total score for Field was 74.55%.

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 Information 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 Information Technology Used at the university, and that the Information 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 Information Technology Used and continuous development of the Information 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.

11.HYPOTHESIS TESTING

H01: There is a statistically significant relationship between The Organizational Structure prevailing in the university and the nature of the Information Technology Used.

To ascertain the validity of the main hypothesis, the researchers sought to find Pearson correlation coefficient between The Organizational Structure and the nature of the Information Technology Used, and the results are as shown in the following table:

Table 11: A correlation matrix between the organizational structure and the nature of information technology used in universities

Field	The Information Technology Used
The Organizational Structure	**0.563

** Sig. at 0.01

From the previous table, there is a positive correlation between The Organizational Structure and the nature of the Information Technology Used. This indicates the validity of the main hypothesis of the study and emphasizes the importance of The Organizational Structure and its great role in the nature of the Information Technology Used.

H02: There is an impact of The Organizational Structure on the nature of the Information Technology Used in Palestinian universities.

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

Table 12: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.563a	.317	.313	.52076

a. Predictors: (Constant), The Organizational Structure

Table 13: Analysis of variance by ANOVA test

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.390	1	22.390	82.563	.000b
	Residual	48.272	178	.271		
	Total	70.662	179			

a. Dependent Variable: the Information Technology Used
 b. Predictors: (Constant), The Organizational Structure

Table 14: Transaction table

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.038	.212		9.631	.000
	The Organizational Structure	.538	.059	.563	9.086	.000

a. Dependent Variable: the Information Technology Used⁵

From the results described in the previous tables, the following can be inferred:

- Correlation coefficient = 0.563, and the adjusted limiting factor = 0.317, which means that 31.7% of the change in the nature of the Information Technology Used was explained through the linear relationship with The Organizational Structure and the remaining percentage may be due to other factors.
- The calculated value of F is 82.563, and the probability value is 0.000. This means rejecting the null hypothesis and accepting a statistically significant relationship between The Organizational Structure and the nature of the Information Technology Used in the Palestinian universities.

H03: There are differences of statistical Sig. in The Organizational Structure and the nature of the Information

Technology Used according to the demographic and organizational variables.

The main hypothesis is based on a set of sub-assumptions:

H03-1: There are statistically significant differences in The Organizational Structure and the nature of the Information Technology Used according to the demographic variables (gender - age - scientific qualification).

The main hypothesis is based on a set of sub-assumptions:

1. There are statistically significant differences in The Organizational Structure and the nature of the Information Technology Used according to the gender variable

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

Table 13: Mean and standard deviations and the value of "T" for the scale domains according to the gender variable

Field	Gender	The Number	Mean	Standard Deviation	"T" value	Level of Sig.
The Organizational Structure	Male	129	3.5249	0.67945	0.439	0.662
	Female	51	3.4795	0.60201		
The Information Technology Used	Male	131	3.9430	0.67980	0.397	0.692
	Female	51	3.9020	.461950		

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 hypothesis is incorrect.

2. There are statistically significant differences in The Organizational Structure and the nature of the

Table 14: The source of the variance, the sum of squares, the degrees of freedom, the mean squares, the value of "P", and the Level of Sig. attributed to the variable of age

		Sum of Squares	df	Mean Square	F	Sig.
The Organizational Structure	Between Groups	1.940	3	.647	1.510	.213
	Within Groups	75.348	176	.428		
	Total	77.288	179			
The Information Technology Used	Between Groups	1.621	3	.540	1.390	.247
	Within Groups	69.187	178	.389		
	Total	70.808	181			

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

Information Technology Used according to the age variable.

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

3. There are statistically significant differences in The Organizational Structure and the nature of the Information Technology Used according to the variable of the scientific qualification.

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

Table 15: Source of variance, sum of squares, degrees of freedom, mean squares, P value, and Sig. level

		Sum of Squares	df	Mean Square	F	Sig.
The Organizational Structure	Between Groups	7.759	2	3.879	9.876	.000
	Within Groups	69.529	177	.393		
	Total	77.288	179			
The Information Technology Used	Between Groups	.595	2	.297	.758	.470
	Within Groups	70.213	179	.392		
	Total	70.808	181			

It is clear from the previous table that there are no statistically significant differences in Field of the Information Technology Used according to their scientific qualification. The value of F is calculated less than the value of the F, and this result can be explained by the fact that workers of different scientific qualifications are looking for a level of technology in the previous table, there were differences between the subjects according to their scientific qualifications in Field of The Organizational Structure. In order to know the direction of differences in The Organizational Structure, the Scheffe Test was used in the following table:

Table 16: Results of the Scheffe Test to identify the direction and Sig. of differences in the organizational structure due to the variable of scientific qualification

Qualification	Diploma	BA	Postgraduate
Diploma	-		
BA	*0.267885-	-	
Postgraduate	*0.616250-	*0.348365-	-

* 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 Field of "The

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

		Sum of Squares	df	Mean Square	F	Sig.
The Organizational Structure	Between Groups	3.177	3	1.059	2.515	.060
	Within Groups	74.111	176	.421		
	Total	77.288	179			
The Information Technology Used	Between Groups	2.425	3	.808	2.104	.101
	Within Groups	68.383	178	.384		
	Total	70.808	181			

The above table shows that the calculated "F" value is less than the "F" value of the table, and therefore there are no statistically significant differences in all fields. This proves the hypothesis is incorrect.

2. There are statistically significant differences in The Organizational Structure and the nature of the

Table 18: The source of the variance, the sum of the squares, the degrees of freedom, the mean squares, the value of "F", and the Level of Sig. attributed to the variable of the functional level

	Sum of Squares	df	Mean Square	F	Sig.
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Organizational Structure" among the holders of postgraduate qualifications and holders of bachelor's qualifications with diploma holders in favor of those with a diploma qualification. Qualifications of postgraduate studies with bachelor's degrees for those with a bachelor's degree. This result can be explained by the fact that graduates with postgraduate qualifications are often dissatisfied with The Organizational Structure due to the lack of appreciation of the university and the appropriate jobs. Have a lower degree in lower academic qualifications.

H03-2: There are statistically significant differences in The Organizational Structure and the nature of the Information Technology Used according to the organizational variables (years of service - level of work - place of work).

The main hypothesis is based on a set of sub-assumptions:

1. There are statistically significant differences in The Organizational Structure and the nature of the Information Technology Used according to the variable years of service.

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

Information Technology Used according to the functional level variable.

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

The Organizational Structure	Between Groups	3.006	2	1.503	3.582	.030
	Within Groups	74.282	177	.420		
	Total	77.288	179			
The Information Technology Used	Between Groups	4.253	2	2.127	5.720	.004
	Within Groups	66.555	179	.372		
	Total	70.808	181			

The above table shows that the calculated F value is less than the F value of the table, meaning that there are statistically significant differences in all fields according to the functional level variable, which proves the hypothesis is incorrect.

In order to know the direction of differences in the organizational structure, the Scheffe Test was used in the following table:

Table 19: Results of the Scheffe Test to identify the direction and Sig. of differences in the organizational structure due to the variable level of employment

Career Level	Director	Head Of The Department	Administrative Employee
Director	-		
Head Of The Department	-0.29599	-	
Administrative Employee	0.027273	*0.323260	-

* Significant at (0.05)

It is clear from the previous table that there are statistically significant differences at the level of (0.05) attributed to the variable of the functional level in Field of "The Organizational Structure" between "administrative officer" and "head of department" for the benefit of administrative staff, and there are no differences between the other names. Administrators are not much aspiring to rise in The Organizational Structure, unlike the head of the department

Table 21: Source of variance, sum of squares, degrees of freedom, mean squares, value of "P", and Level of Sig. due to the variable of the workplace

		Sum of Squares	df	Mean Square	F	Sig.
The Organizational Structure	Between Groups	1.852	3	.617	1.440	.233
	Within Groups	75.436	176	.429		
	Total	77.288	179			
The Information Technology Used	Between Groups	.572	3	.191	.483	.694
	Within Groups	70.236	178	.395		
	Total	70.808	181			

The above table shows that the calculated "P" 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.

H03-3: There are statistically significant differences in The Organizational Structure and the nature of the Information

Table 22: Mean and standard deviations and the value of "T" for the scale domains according to the University

Field	The University	The Number	Mean	Standard Deviation	"T" Value	Level of Sig.
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who seeks to reach a higher position within The Organizational Structure.

Table 20: Results of the Scheffe Test to identify the direction and Sig. of differences in Field of information technology used due to the variable level of employment

Career Level	Director	Head Of The Department	Administrative Employee
Director	-		
Head Of The Department	0.111302	-	
Administrative Employee	*0.389776	0.278474	-

* Significant at (0.05)

It is clear from the previous table that there are statistically significant differences at the level (0.05) attributed to the functional level variable in Field of "the Information Technology Used" between "administrative staff" and "manager" for the benefit of administrative staff, and there are no differences between the other names. More capable of dealing with technology according to the nature of their technical work.

3. There are statistically significant differences in The Organizational Structure and the nature of the Information Technology Used according to the variable of the workplace variable.

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

Technology Used according to the university in which they work.

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

Field	The University	The Number	Mean	Standard Deviation	“T” Value	Level of Sig.
The Organizational Structure	Islamic University	109	3.6376	0.58765	3.131	0.002
	Al-Azhar University	71	3.3192	0.71349		
The Information Technology Used	Islamic University	111	4.0751	0.53357	3.810	0.000
	Al-Azhar University	71	3.7070	.693090		

It is clear from the previous table that there are differences of statistical Sig. due to the university variable between the Islamic University and Al-Azhar University in favor of the Islamic University.

12.RESULTS

The following results have been achieved:

- The results showed that there is a high degree of The Organizational Structure in the Palestinian universities in the Gaza Strip from the point of view of administrative staff, with a percentage of (68.05%).
- The results showed that there is a high level of the Information Technology Used from the point of view of administrative staff, with a percentage of (74.55%).
- The results showed that there is a positive correlation between The Organizational Structure and the Information Technology Used.
- The results showed the role and impact of The Organizational Structure in the nature of the Information Technology Used.
- The results showed that there were no differences between the sample according to the gender variable in their perception of The Organizational Structure and the Information Technology Used.
- The results showed that there are no differences in the employees' perception of The Organizational Structure and the Information Technology Used according to the age variable.
- The results showed that there are statistically significant differences in the perception of The Organizational Structure and the Information Technology Used according to the variable of scientific qualification in The Organizational Structure, while there were no differences in Field of the Information Technology Used.
- The results showed that the differences in The Organizational Structure according to the academic qualification were in favor of the diploma holders compared to the other practical qualifications.
- The results indicate that there are no differences in the employees' perception of The Organizational Structure and the Information Technology Used according to the variable years of service.
- The results showed that there are differences in The Organizational Structure and the Information Technology Used according to the functional level

variable (manager, head of department, administrative officer). For the benefit of the Administrative Officer.

- The results indicate that there are no differences in the employees' perception of The Organizational Structure and the Information Technology Used according to the variable of the workplace.
- The results indicate that there are differences in the perception of the employee’s The Organizational Structure and the Information Technology Used according to the university working for the Islamic University.

13.RECOMMENDATIONS

- The management of the Palestinian universities in Gaza Strip should be given greater attention to the existing The Organizational Structure and modified to suit the need for work.
- University administrations continue to pay attention to and continuously improve the Information Technology Used.
- 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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