

The Nature of Work and Its Relation to the Type of Communication among Employees in Palestinian Universities - A Comparative Study between Al-Azhar and Al-Aqsa Universities

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Abstract: The study aimed to know the relationship between the nature of the work and the type of communication among the Employees in the Palestinian universities. A comparative study between Al-Azhar University and Al-Aqsa University. The researchers used the analytical descriptive method through a questionnaire that is randomly distributed among the employees of Al-Azhar and Al-Aqsa universities in Gaza Strip. The study was conducted on a sample of (176) administrative employees from the surveyed universities. The response rate was (85.79%).

The study reached a number of results, the most important of which is that there is a high degree of satisfaction with the nature of work prevailing in the Palestinian universities in Gaza Strip from the point of view of the administrative staff, where the percentage was (68.15%). There is an Mean level of communication from the point of view of administrative staff, with a percentage of (67.50%). There is a direct correlation between the nature of the work and the prevailing pattern of communication. There is an absence of differences between the sample according to the gender variable in their perception of the nature of work and the prevailing pattern of communication. There is an absence of differences in the perception of Employees nature of work and the pattern of communication prevailing depending on the variables (age, years of service, job level, and university). There are statistically significant differences between Al-Azhar University and Al-Aqsa University in favor of Al-Azhar University.

The study reached a number of recommendations, the most important of which is that the interest of the management of the Palestinian universities in Gaza Strip in general, and Al-Aqsa and Al-Azhar Universities in particular should be provided with a good nature of work and communication. There is a need for continuing the management of universities to pay attention and continuous improvement of the performance of employees. There is an importance of solving the problems of Employees and giving them the opportunity to contribute to solving their own problems. Staff rotation should be used periodically and the need to strengthen the democratic leadership style and empower university Employees.

Keywords: nature of work, type of communication, administrative staff, Palestinian universities, Al-Azhar University, Al-Aqsa University, Gaza Strip, Palestine

1. INTRODUCTION

The process of communication is one of the characteristics and components of modern institutions. It is an effective way to create internal harmony by ensuring the flow of information between the different functions. The more the organization grows, the greater the importance of its specializations with them. The institution needs to gather information, study problems, prepare reports, direct and contact people. Without contact within the organization, the latter loses control, work and achievements. This is because administrative and management communication systems provide practitioners with communications procedures, steps, models, and instructions (reports, messages, memos and meetings). These communication systems give practitioners the ability to use different types of communication accurately and efficiently to enable them to accomplish their work and improve their performance. Achieving the objectives of the organization and management. Based on this importance of communication within the organization in strengthening and improving the

performance of the institution through the performance of its Employees, the study came to know the importance of an organizational communication strategy and its impact on the performance of the institution.

Communication in its general sense is participation and communication with others. It is so important that it is richer for any individual or collective organizational activity. Communication in any organization is the link between these organizations for their functions and functions that facilitate administrative and technical work. Administrative communication is essential in any important organization regardless of its size and any deficiencies in the communications system would disrupt or derail the functioning of other departments. The organization's decisions, objectives, orientations and plans are related to the communication process, how to bridge the connection between them and between their employees and between them and the outside world. We always represent communication with the heart because it nourishes the preaching of the body. Any heart failure harms the body. Communication begins with the transactions that are issued

and to which the transactions return and are sorted and directed to each department or department as if they were at the same time without any negligence. It should be noted that the telecommunications concepts, bases and rules that they are subject to standards must be considered by the organizations in order to facilitate the process of administrative communication to achieve the objectives of the Organization (Al Shobaki, 2018), (El Talla, 2017) and (Abu-Naser, 2017).

The human element is the main objective of development and its means, and the crucial element in the development and improvement of performance and capacity development. The development of human competencies, investment of energy, capabilities and ensuring their interaction and integration with work requirements are not only obtained, but through the development of these competencies (Al Shobaki, 2017), (El Talla, 2018) and (Abu-Naser, 2016). Universities are a good example of organizations that need a good communication style in order to improve the performance of their employees so that they can carry out their vital function of society. The idea of the current study is to study the relationship between the nature of work and the type of communication among Palestinian university Employees between Al-Azhar University and Al-Aqsa University.

2. PROBLEM STATEMENT

Studies on the nature of the work and the type of communication are still relatively low and require attention, especially in Field of Palestinian universities. This sector has an impact on building a healthy Palestinian society capable of facing the challenges. The researchers found that they should study this subject as an important source of information. For decision makers in which to work hard to enhance communication with those who work, identify the factors that affect the nature of work and the type of communication in the institution in a positive or negative is the responsibility of officials in the management of any institution and neglect to seek to improve the characteristics of the institution The study aims to identify the relationship between the nature of the work and the type of communication among the staff of Palestinian universities - a comparative study between Al-Azhar University and Al-Aqsa University in order to help guide the administrations of these universities to the importance of improving it and addressing the negative aspects of the advancement. Universities and face the obstacles faced administratively and technically. The problem of research is to answer the following questions:

Q1-: What is the nature of work prevailing in Palestinian universities?

Q2: What is the prevailing pattern of communication in Palestinian universities?

Q3: Is there a relationship between the nature of work and the pattern of communication prevailing in Palestinian

universities from the point of view of the administrative staff?

3. RESEARCH OBJECTIVES

This study aims to achieve the following objectives:

1. Highlight the nature of work prevailing in Palestinian universities.
2. Identify the pattern of communication prevalent in Palestinian universities.
3. Analysis of the relationship between the nature of work and the dominant pattern of communication.
4. Identify the differences in the employees' perceptions of the nature of work and 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).
5. Provide suggestions and recommendations that help the management of Palestinian universities and all departments working in Field of education improve The 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:

- It can help decision-makers and human resource managers in Palestinian universities identify the dimensions of the relationship between the nature of work in universities and the prevailing pattern of communication.
- 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.
- It dealt with important topics of organizational behavior, the nature of the work and the type of communication, and its vital role in influencing many other variables within the organization related to the Employees.

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 work and the pattern of communication prevalent in Palestinian universities.

H02: There are differences in the relationship nature of work and the pattern of communication depending on the demographic and organizational variables (gender - age - scientific qualification, years of service - the level of employment - the workplace, the university).

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

H02-1: There are differences in the relationship between the nature of work and the prevailing pattern of communication depending on the gender variable.

H02-2: There are differences in the relationship between the nature of work and the dominant pattern of communication depending on the age variable.

H02-3: There are differences in the relationship between the nature of the work and the prevailing pattern of communication according to the variable of the academic qualification.

H02-4: There are differences in the relationship between the nature of the work and the pattern of communication prevailing according to the variable years of service.

H02-5: There are differences in the relationship between the nature of the work and the pattern of communication prevailing according to the functional level variable.

H02-6: There are differences in the relationship between the nature of work and the prevailing pattern of communication depending on the workplace variable.

H02-7: There are differences in the nature of the work and the pattern of communication prevailing according to the university.

6. RESEARCH VARIABLES

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

7. RESEARCH LIMITS AND SCOPE

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

8. 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 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 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), 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 AlAzhar University and Alaqsa University for the benefit of Al-Azhar University, as results showed no differences between the sample depending on the variables: the functional level and the workplace.
- Study of (El Talla, 2015) aimed to investigate the reality of the burnout among Gaza electricity distribution company Employees, 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 Employees 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 Employees.

- 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 Employees 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 Employees 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-Louzi and Zahrani, 2012) aimed at identifying the factors affecting the performance of employees in the Emirate of Baha and determining the most influential in the performance of the job, as well as determining the impact of the difference of these factors according to the demographic factors of the Employees (age, type of employment,). Using the comprehensive survey method. The study found a significant correlation between the independent variables combined (work environment, job communication, incentives, training, management leadership) and job performance, as well as the existence of a positive relation between a factor on one hand and job performance. The results also showed significant differences the results did not show significant differences in the effect of organizational factors on job performance due to social status and age.

The study recommended the need to provide a working environment with standard specifications, and to activate the organizational communication, and the diversification of programs of incentives material and moral, because of their impact on the performance of the job.

- A study of (Bahr and Abu Swirih, 2010) aimed of the study was to identify the extent of statistical differences in the attitudes of Employees towards the effect of the elements of the organizational climate on the functional performance due to the demographic characteristics of the members of the study society. The study was conducted using a questionnaire consisting of (80) items, which were distributed randomly to (215) employees and administrative staff of the university, and it was possible to collect 180 valid questionnaires for analysis. The study found that there is a positive organizational climate in the Islamic University and a strong positive relationship between the availability of a good organizational environment and the level of job performance of the Islamic University employees. There is a very good level of job performance for the employees of the Islamic University and 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.
- A study (Jassim and Hammoud, 2011) aimed at discovering the relationship between the elements of the organizational climate and the management of the university performance through the development of a number of main hypotheses, which states that there is a relationship of significant effect for all elements of the organizational climate in the management of university performance. A sample of (50) faculty members at the University of Muthanna. The study found that there is a relationship between the organizational climate and the management of the university performance, where it was found that there is a relationship of the effect of the elements of the organizational climate in the management of the university performance except the variable participation in decision-making. While the change in leadership style has the highest level of agreement. The study recommended that the university administration take care of the organizational climate by paying attention to its available elements and not available in the work environment in order to improve performance.
- Study of (Al-Jassimi, 2011), which aims at trying to know the current organizational climate in the Faculty of Management and Economics, which is one of the most important elements of the success of any organization. The following dimensions of climate (leadership, working conditions, The 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-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 (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.

9. RELATED WORK

First- work nature

The nature of work is an important factor in motivating or discouraging Employees. Routine work leads to boredom, neglect, apathy, and indifference to the adoption of modernization or development. The worker often feels that his work is not important. It encourages employees to contribute their full potentials and creative energies to the development of their potentials and potentials for successful work and achievement of goals (Hamoud, 2002).

Effect of nature on job performance:

Routine work leads to boredom, neglect, indifference and indifference to modernization and development because of the discouragement of creativity and the sense of the individual that his work is not important (Al-Emian, 2005). Work that does not feel the value of the worker at the end of the day leads to loss of the worker sense The importance of his role, and therefore does not see an incentive for improvement in performance, but still watching the approach of the time to get rid of such a nightmare may cause depression (Al-Qariuti, 1994).

The nature of the work greatly affects the performance. The more the nature of work encourages innovation and creativity, the better the performance, the greater the efficiency and effectiveness of the employees. The more the nature of the work is routine (El Talla, 2018), (Al-Shobaki, 2016), and (Abu-Naser, 2017).

Therefore, organizations should constantly work on the nature of work commensurate with the qualifications and abilities of the people who are based on it, by putting the right person in the right place, in addition to the periodic rotation of employees in different jobs to kill the spirit of monotony at work, and increase their experience and improve their performance, And the extent to which this function contributes to the general productivity of the Organization (Al-Shobaki, 2018), (El-Talla, 2018) and (Abu-Naser, 2018).

Second- Contact Mode:

Communication is the process that is concerned with communicating important information and decisions to all members of the organization by following up the access of information and overcoming obstacles to their access by means of verbal, written or electronic means, as well as restricting and following up any contact from outside the organization, ie, maintaining the ways of entering and exiting information through organized means of communication. In the organizations, the breadth of their activities, their increasing size, and therefore the departure of the leadership of the higher echelons from the executive departments, contributed significantly to increasing the interest in communications. The main factor that makes administrative communication different from other types of communication is that the success or failure of administrative communication affects the productivity of the organization (Al-Tawla, 2017), (Al-Shobaki, 2018), (El-Talla, 2018) and (Abu-Naser, 2017).

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 high efficiency of managers in communication (Maher, 2005). Good communication is two-way communication because it gives employees opportunities for expression, learning and development (Al-Moghrabi, 1995). As communication patterns prevail in order to create an organizational climate conducive to creativity and innovation and contribute to decision-making. Communication is a social means through which individuals can understand each other, create dynamic and continuous interaction between the individual and the community. 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).

Because communication is an effective mode of communication, it is possible to create an organizational climate that is suitable for creativity, innovation and decision-making, because communication is a social means through which individuals communicate and communicate information, data, opinions and ideas for the purpose of achieving targeted performance. The efficiency of communication depends on many factors related to the nature of work and the organizational climate and patterns of communication and informal relations can create an appropriate regulatory environment to create interactions between individuals and activate their role and performance in all meaningful processes (Abu-Naser, 2017), (Al-Shobaki, 2018).

Third- Palestinian universities in Gaza Strip

The reality of higher education in Palestine:

Palestinian higher education occupies a unique position in the international higher education system. About 2% of all Palestinians are enrolled in higher education. The gross enrollment rate of Palestinian higher education in the age group 18-24 is over 15%. These figures are far above Mean for the Middle East and for developing countries at the international level (Ministry of Education and Higher Education, 2003).

The institutions of higher education were established under the Israeli occupation and by national local initiatives. The number of universities in the Palestinian Territory increased in 2011 by 14 universities (2 government, 3 private, 9 public), and 15 university colleges. Thus, the number of institutions of higher education in Palestine (49) institutions involving about (214) thousand students, including about (6600) students in master programs, and about 65 thousand students in open education, about (1000) specialization and academic program. It employs approximately 14,600 employees, who are divided into academic, administrative and services cadres (21% part-time). The rate of enrollment in tertiary education for the age group (18-24) years is about 30% (Ministry of Education and Higher Education, 2011).

What distinguishes Palestinian educational institutions from others in neighboring countries is the existence of the

concept of the public university, which is neither governmental nor private. It is not profit-oriented and at the same time enjoys independence in administration, recruitment and employment and is responsible for salaries and other operational expenses. This advantage was unique to most Palestinian universities because of its inception under Israeli occupation and the absence of a Palestinian national authority. In order to reduce the competition between these universities in the areas of attracting faculty members and the foundations of recruitment and the like, in the early 1990s, the so-called unified cadre was formed by the Higher Education Council in charge of supervising the higher education sector which consolidates the salary scale, allowances, leave, indemnity and savings..

Employees in Palestinian Universities in 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. The various functions in these universities include student affairs, admission and registration, finance, public relations, personnel affairs, maintenance, procurement and warehousing, services and security, and other administrative functions. The number of administrative staff at Al-Azhar University is 227, while the number at Al-Aqsa University is 298.

10. 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: Al-Azhar University, Al-Aqsa University, and through the census of the study society it was found to consist of (525) administrative staff.

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

Item	Al Azhar University	Al-Aqsa University	Total
The size of society	227	298	525
Distributed sample	77	99	176
Number of respondents	71	80	151
Response rate	92.20%	80.80%	85.79%

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	Al Azhar University	Al-Aqsa University		Total
	71	80		151
Career Level	Director	Head Of The Department	Administrative Employee	151
	21	20	110	
Gender	Male	Female		151
	106	45		
Age	20-30 years	31-40 years	41-50 years	Greater than 50 years
	53	59	29	10
Qualification	Diploma	BA	Postgraduate	
	39	79	15	151
Years of service	Less than 5 years	5-7 years	8-10 years	More than 10 years
	43	26	26	56
Workplace	Deanships and colleges	Financial Services	Administrative roundabout	Technical circles
	55	15	75	6

Fourthly- Study tool:

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

- The goal was to design the scale to be applied to administrative staff in the Palestinian universities in Gaza Strip for data to be analyzed and interpreted to answer the study's questions.
- The researchers learned about the concept of the nature of work and the type of communication in institutions of higher education, through the literature on the subject, and previous studies,

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 (176) employees. The response rate was (%85.79). The sample distribution and response rate were as follows:

- (10) paragraphs have been adopted for each field, as shown in the following table:

Table 3: Shows the dimensions of the nature of the work and its relation to the pattern of communication in universities

Field	No. of Items
Work Nature	10
Style Contact	10

Method of Correcting the Measurement: The five-dimensional Likert scale was used to measure respondents' responses to the questionnaire sections according to the following table:

Table 4: Scale of the five-dimensional Likert scale

Response	Strongly Disagree	Disagree	Neutral	OK	Strongly Agree
Degree	1	2	3	4	5

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

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

1. **Authentic honesty:** The researchers verified the validity of the tool ostensibly by presenting it to a select group of PhD holders in business administration (8). The apparent honesty indicates the general appearance of the test in terms of its relevance to the subjects, the

affiliation of the phrase to Field, Drafting and instructions.

2. **Internal consistency is confirmed:** 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 validity of the test on the one hand and the viability of its units on the other. 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:

Table 5: Honesty coefficients for each paragraph with the total degree of field of nature of work

No	Item	Honesty Level	Level of Sig.
1.	Working hours and timetable are appropriate	0.563	0.01
2.	Office designs provide psychological and physical comfort (ventilation, lighting, movement)	0.381	0.05
3.	Management provides security and safety features	0.366	0.05
4.	Let me work many opportunities for innovation and innovation	0.604	0.01
5.	The size of the work is consistent with my personal abilities and my scientific qualifications	0.640	0.01
6.	My work requirements are consistent with my abilities and skills	0.692	0.01
7.	I am satisfied with the duties and tasks at work	0.591	0.01
8.	My job gives me appreciation and respect for others in society	0.715	0.01
9.	University employees enjoy the holidays they are entitled to according to the system	0.535	0.01
10.	My job provides stability and job security	0.457	0.01

Table 6: Honesty coefficients for each paragraph with the total score of the contact pattern field

No	Item	Honesty Level	Level of Sig.
1.	The University's communication system contributes to the achievement of the University's objectives	0.782	0.01
2.	Performs the 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 consistency means the ability of the test to give the same grades or values to the same individual or

individuals. If the measurement is repeated, and 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 7: Stability coefficient of the organizational climate and its relation to job performance in universities

No	Field	No. of Items	Correlation coefficient before adjustment	Correlation coefficient after adjustment	Level of Sig.
1.	Work Nature	10	0.565	0.722	Sig. at 0.01
2.	Style Contact	10	0.778	0.875	Sig. 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. **Cronbach's Coefficient Alpha of persistence:** The researchers used the Cronbach's Alpha 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 Cronbach's Coefficient Alpha, and then the researchers performed the Cronbach's Coefficient Alpha between the terms of each field separately and is shown in the following table:

Table 8: Determines the Cronbach's Coefficient Alpha stability for each dimension of the scale of the nature of work and its relation to the type of communication in universities

No	Field	Cronbach's Coefficient Alpha stability
1.	Work Nature	0.731
2.	Style Contact	0.910

The above table shows that all Cronbach coefficients are above (0.731). This indicates that the questionnaire has a high degree of stability.

Fifth- Statistical Methods:

Table 9: 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

Table 10: Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in Field of Nature of Work

No	Item	Total Scores	Mean (5)	Standard Deviation	Percentage	Rank
1.	Working hours and timetable are appropriate	499	3.30	1.178	66.00%	7
2.	Office designs provide psychological and physical comfort (ventilation, lighting, movement)	460	3.05	1.174	61.00%	9
3.	Management provides security and safety features	486	3.26	1.074	65.20%	8
4.	Let me work many opportunities for innovation and	458	3.05	1.048	61.00%	10

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 the Cronbach's Coefficient Alpha factor to determine the stability of the resolution.
3. Pearson correlation coefficient to measure the relationship between variables.
4. T test to find the differences between the Means.
5. Analysis of mono-variance to see differences between more than two groups.
6. Scheffe post-test to measure the direction of differences.

Answer the study questions:

Answer the study question which states:

Q1:- What is the nature of work prevailing in Palestinian universities?

To answer the study questions and where the five-likert scale was used in the preparation of the study instrument, the study adopted the criterion mentioned by Ezz Abdel-Fattah to judge the trend when using the pentagram. (Abdul Fattah, 2008) The following table illustrates this:

very large 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:

No	Item	Total Scores	Mean (5)	Standard Deviation	Percentage	Rank
	innovation					
5.	The size of the work is consistent with my personal abilities and my scientific qualifications	531	3.56	.989	71.20%	4
6.	My work requirements are consistent with my abilities and skills	541	3.58	.982	71.60%	2
7.	I am satisfied with the duties and tasks at work	533	3.53	1.088	70.60%	5
8.	My job gives me appreciation and respect for others in society	574	3.83	0.974	76.60%	1
9.	University employees enjoy the holidays they are entitled to according to the system	541	3.58	1.073	71.60%	3
10.	My job provides stability and job security	501	3.32	1.256	66.40%	6
All items of the dimension		514.50	3.4073	.735650	68.15%	

We note from the previous table that all the paragraphs range from medium to high, with five paragraphs in this area having a high percentage between 68% and 83.90%, five received a middle grade between 52.00% and 67.90%. The paragraph (giving me the job of esteem and respect for others in the community) received the highest percentage (79.00%). Followed by the paragraph (my work requirements match my abilities and skills) ranked second with a percentage (71.60%), and then paragraph (university employees enjoy the leaves they deserve according to the system) in third place and percentage (71.60%). Also, the paragraph (lets me work many opportunities for innovation and innovation) came in last place with a percentage (61.00%), the total score for Field was 68.15% which is a high degree.

The results can be explained by the fact that the position at the university is one of the most respected jobs in the society. It gives the employee a respectable position. The jobs that the university attracts are according to the description and the job specifications. In addition, the universities grant administrative staff annual leave of 35 days per year and that the work is five days a week, all of

these reasons make their satisfaction by the staff on the nature of their work.

This result is consistent with the study of Bahr and Abu Swirih (2010), where the nature of the work at the university gives its employees respect and appreciation in the community and the size of the work corresponds to personal abilities and scientific qualifications and provides stability and job security for workers. The results also agreed with Al-Sakran (2004), which showed a positive attitude towards the nature of work. The researchers attribute this agreement to the general atmosphere of these institutions, the appropriate work environment, and the excellent job performance of employees. (Al-Shanti, 2006), where the results of his study showed that the nature of the work and the duties of the jobs occupied by the workers with the qualifications and disciplines obtained by them, and the researchers explain this result that there is a defect in The Organizational Structure in the ministries of the Palestinian National Authority.

Q2: What is the prevailing pattern of communication in Palestinian universities?

Table 11: Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in Field of Communication Pattern

No	Item	Total Scores	Mean (5)	Standard Deviation	Percentage	Rank
1.	The University's communication system contributes to the achievement of the University's objectives	533	3.53	1.012	70.60%	1
2.	Make contact between superiors and subordinates very quickly	504	3.36	1.018	67.20%	7
3.	The university communication system contributes to the provision of information for decision making	509	3.39	1.016	67.80%	4
4.	The University uses all channels of communication and in all directions (ascending - down - horizontal)	512	3.39	1.020	67.80%	5
5.	The Department is making an effort to overcome communication constraints.	510	3.38	0.998	67.60%	6
6.	The University uses modern and advanced means of communication.	517	3.42	0.976	68.40%	3
7.	The information transmitted through the communication is extremely accurate and clear	501	3.34	0.947	66.80%	8
8.	Superior administrative levels can be contacted without hindrance	465	3.10	1.054	62.00%	10

No	Item	Total Scores	Mean (5)	Standard Deviation	Percentage	Rank
9.	The connection between the department / deanship and between the departments and other deanships is done with ease	531	3.52	0.863	70.40%	2
10.	Administrative communication at the university is flexible	501	3.32	0.982	66.40%	9
All items of the dimension		509.64	3.3751	.754370	67.50%	

We note from the previous table that all the paragraphs range from medium to high. There are three paragraphs in this field that have a high percentage between 68% and 83.90%. Seven paragraphs score between 52.00% 67.90%), the paragraph (the university communication system contributes to the achievement of university goals) achieved the highest percentage (70.60%) followed by the paragraph (the department / deanship and between the departments and other commas are easily contacted) %), then the paragraph (the university uses modern and advanced means of communication) in third place and percentage (68.40%), Senior management levels without hindrance) ranked last in percentage (62.00%), and got the total score of Field on a percentage (67.50%) which is a medium 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. (Al-Shanti, 2006), Al-Louzi and Zahrani (2012) and Al-Batoush (2007). These studies show that the type of communication used in these institutions is appropriate. The result is the rapid access to information and the completion of the work and the means of communication used in the institutions applied by the study, and any It agreed with a study (Al-Sakran, 2004) which showed that the focus of communications in the study received the highest positive trends among all study axes.

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.
Work Nature	Male	106	3.4423	0.76157	0.954	0.370
	Female	45	3.3247	0.67151		
Style Contact	Male	106	3.3278	0.77467	-1.185	0.220
	Female	45	3.4867	.699870		

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.

The absence of differences between males and females in the nature of the work and the pattern of communication can be explained by the great similarity in the nature of work and

11. HYPOTHESIS TESTING

H01: There is a statistically significant relationship between the nature of work and the pattern of communication prevalent in Palestinian universities.

To ascertain the validity of the main hypothesis, the researchers sought to find Pearson correlation coefficient and the results are as shown in the following table:

Table 12: A correlation matrix between the nature of work and the type of communication in universities

Field	Style Contact
Work Nature	**0.654

** Significant at (0.01)

From the previous table, there is a positive correlative relation between the nature of the work and the type of communication. This indicates the validity of the hypothesis and emphasizes the importance of the nature of the work and its relation to the type of communication

H02: There are differences in the relationship nature of work and the pattern of communication depending on the demographic and organizational variables (gender - age - scientific qualification, years of service - the level of employment - the workplace, the university).

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

H02-1: There are differences in the relationship between the nature of work 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:

the lack of differentiation between male and female universities in the placement of posts or the existing method of communication.

H02-2: There are differences in the relationship between the nature of work 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 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*

Field	Source	Total Squares	Degrees of Freedom	Mean Squares	"F" Value	Level of Sig.
Work Nature	Between groups	2.636	3	0.879	1.645	0.182
	Within groups	78.540	147	0.534		
	Total	81.176	150			
Style Contact	Between groups	0.902	3	0.301	0.523	0.667
	Within groups	84.459	147	0.575		
	Total	85.361	150			

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

This finding can be explained by the fact that workers of all ages live in the same organizational climate, in all its dimensions, in terms of the nature of work and the pattern of communication prevalent and affected by all of them.

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

Field	Source	Total Squares	Degrees Of Freedom	Mean Squares	"F" Value	Level of Sig.
Work Nature	Between groups	4.492	2	2.246	4.335	0.015
	Within groups	76.684	148	0.518		
	Total	81.176	150			
Style Contact	Between groups	4.839	2	2.419	4.447	0.013
	Within groups	80.522	148	0.544		
	Total	85.361	150			

It is clear from the previous table that there are statistically significant differences in the nature of the work and the type of communication according to the scientific qualification, since the value of the calculated P is greater than the numerical value of the F, and to know the direction of the differences, the Scheffe Test was used in the following tables:

Table 16: *Results of the Scheffe Test to identify the direction of differences and their Sig. in Field of nature of work due to the variable of scientific qualification*

Qualification	Diploma	BA	Postgraduate
Diploma	-		
BA	0.298781-	-	
Postgraduate	*0.598689-	0.299908-	-

* 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 nature of work among those with postgraduate qualifications with diploma holders in favor of those with a diploma qualification. Most of them are dissatisfied with the nature of their work as a result of the lack of appreciation of the university in the appropriate manner and granting them jobs

H02-3: There are differences in the relationship between the nature of the work and the prevailing pattern of communication according to the variable of the academic qualification.

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

commensurate with their qualifications and this is to a lesser extent in the minimum educational qualifications, and also note from the table there are no statistically significant differences between holders of diploma qualifications and holders of bachelor's degrees.

Table 17: *Results of the Scheffe Test to identify the direction and Sig. of differences in Field of communication due to the variable of scientific qualification*

Qualification	Diploma	BA	Postgraduate
Diploma	-		
BA	0.164819-	-	
Postgraduate	*0.667293-	0.502474-	-

* Significant at (0.05)

It is clear from the previous table that there are statistically significant differences at (0.05) due to the variable of the academic qualification in Field of "communication mode" among those with postgraduate qualifications with diplomas for diploma holders. This result can be explained by those who have the qualifications of studies As shown in the previous field of dissatisfaction with the pattern of communication, as a result of the lack of appreciation by granting them administrative jobs commensurate with their qualifications and therefore are not satisfied with the

mechanism of communication that is made, as we note from the table there are no statistically significant differences between holders of scientific qualifications Other in this Field.

H02-4: There are differences in the relationship between the nature of the work and the pattern of communication prevailing 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:

Table 18: Source of variance, sum of squares, degrees of freedom, mean squares, P value and Sig. level due to variable years of service

Field	Source	Total Squares	Degrees Of Freedom	Mean Squares	"F" Value	Level of Sig.
Work Nature	Between groups	2.445	3	0.815	1.522	0.211
	Within groups	78.731	147	0.536		
	Total	81.176	150			
Style Contact	Between groups	1.589	3	0.530	0.930	0.428
	Within groups	83.771	147	0.570		
	Total	85.361	150			

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

H02-5: There are differences in the relationship between the nature of the work and the pattern of communication prevailing according to the functional level 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, P value and Level of Sig. due to the variable of the functional level

Field	Source	Total Squares	Degrees Of Freedom	Mean Squares	"F" Value	Level of Sig.
Work Nature	Between groups	0.440	2	0.220	0.403	0.669
	Within groups	80.736	148	0.546		
	Total	81.176	150			
Style Contact	Between groups	0.558	2	0.279	0.487	0.616
	Within groups	84.803	148	0.573		
	Total	85.361	150			

It is clear from the previous table that the calculated F is less than the F value of the table, there are no statistically significant differences in the nature of the work and the type of communication according to the functional level variable. The researchers explain this finding that employees at different levels of employment have a positive perception of the nature of their work and the pattern of communication prevalent.

H02-6: There are differences in the relationship between the nature of work 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 20: Source of variance, sum of squares, degrees of freedom, mean squares, P value and Sig. level due to workplace variable

Field	Source	Total Squares	Degrees Of Freedom	Mean Squares	"F" Value	Level of Sig.
Work Nature	Between groups	0.854	3	0.285	0.521	0.669
	Within groups	80.322	147	0.546		
	Total	81.176	150			
Style Contact	Between groups	0.924	3	0.308	0.536	0.658
	Within groups	84.437	147	0.574		
	Total	85.361	150			

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

differences in the nature of the work and the type of communication. This proves the hypothesis is incorrect and

this result can be explained by the fact that the work environment at the university is overlapping and close to the extent what, making the perception of workers in different departments of the nature of the work and the pattern of communication are similar.

This finding was consistent with Al-Batoush (2007), with no differences depending on the workplace.

Table 21: Mean and standard deviations and value of Fields of the scale according to the university variable

Field	University Name	The Number	Mean	Standard Deviation	"T" value	Level of Sig.
Work Nature	Al Azhar University	71	3.6072	0.71831	3.242	0.001
	Al-Aqsa University	80	3.2299	0.70892		
Style Contact	Al Azhar University	71	3.5678	0.68645	3.058	0.001
	Al-Aqsa University	80	3.2042	.774620		

The above table shows that the value of the computed T is greater than the tabular value of T, and therefore there are statistically significant differences in the nature of the work and the type of communication according to the university variable, which proves the validity of the hypothesis. Where it turned out that the result in favor of Al-Azhar University.

Al-Aqsa University is the most recent of these universities. It is a state-run university, run by the government. The unified cadre does not apply fully to its employees. It is also influenced by the political division on the Palestinian arena and its subordination to two higher education ministries, One in Gaza, the other in Ramallah, and thus the division of staff in their loyalty to any of the two governments, all affect the climate organization prevailing in this university.

12. RESULTS

The following Results and recommendations were reached:

- The results showed that there is a high degree of satisfaction with the nature of the work prevailing in the Palestinian universities in Gaza Strip from the point of view of the administrative staff, where the percentage (68.15%).
- The results showed that there was a Mean level of communication from the point of view of administrative staff, with a percentage of (67.50%).
- The results showed that there is a positive correlation between the nature of work and the prevailing pattern of communication.
- The results indicate that there are no differences between the sample according to the gender variable in their perception of the nature of work and the prevailing pattern of communication
- The results indicate that there are no differences in the perception of the Employees nature of work and the pattern of communication prevailing according to the variable age.
- The results indicate that there are no differences in the employees' perception of the nature of the work and the pattern of communication prevailing according to the variable years of service

H02-7: There are differences in the nature of the work and the pattern of communication prevailing according to the university.

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

- The results indicate that there are no differences in the employees' perception of the nature of the work and the pattern of communication prevailing according to the variable of the functional level (manager, head of department, administrative officer).
- The results indicate that there are no differences in the employees' perception of the nature of the work and the pattern of communication prevailing according to the variable of the university in which they work.
- The results showed that there are statistically significant differences between Al-Azhar University and Al-Aqsa University in favor of Al-Azhar University.

13. RECOMMENDATIONS

- The interest of the departments of Palestinian universities in Gaza Strip in general, Al-Aqsa University and Al-Azhar University should be increased in particular by providing a good nature of work and communication.
- University administrations continue to pay attention to and continuously improve the performance of their employees.
- Solve employee problems and give them the opportunity to contribute to solving their own problems.
- Use the staff rotation method periodically.
- Strengthening the democratic leadership style and empowering university staff.

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