

The Organizational Structure and its Impact on the Pattern of Leadership in Palestinian Universities

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Abstract: The aim of the study was to identify The Organizational Structure and its impact on the pattern of leadership in the Palestinian university in Gaza Strip. 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 (320) administrative staff from the three universities. The required sample calculated according to the law (274) Employees, and the response rate was (81.87%).

The study found that there is a high degree of satisfaction with the nature of The Organizational Structure in the Palestinian universities in Gaza Strip from the point of view of the administrative staff, which reached (68.05%). The results showed that there was an Mean level of participation of decision-makers, with a percentage of (64.91%). There is a direct correlation between the nature of The Organizational Structure and the participation of decision makers. There is a significant impact of The Organizational Structure on the participation of decision makers. There is absence of differences between the sample according to the gender variable in their perception of the nature of The Organizational Structure and the extent of participation of decision-makers. There is absence of differences in the perception of Employees to the nature of The Organizational Structure and the participation of decision-making Employees depending on the age variable. There are statistically Sig. differences according to the variable of scientific qualification in The Organizational Structure, while there were no differences in the extent of participation of decision-making personnel. And the absence of differences in the perception of the Employees of the nature of The Organizational Structure and the participation of decision-making staff according to the variable years of service, the variable level of employment (manager, head of department, administrative officer), the variable of the workplace, and there are differences in the perception of the Employees of the nature of The Organizational Structure and the participation of decision-making personnel depending on the university in which they work in all areas. And that there are significant differences between the Islamic University and Al-Azhar University in The Organizational Structure, the extent of the participation of decision-making personnel, in favor of the Islamic University. And that there are statistically significant differences between Al-Azhar University and Al-Aqsa University in the extent of the participation of decision makers in favor of Al-Azhar University.

The study reached a number of recommendations, the most important of which is that the management of the Palestinian universities in Gaza Strip in general, and the Al-Aqsa and Al-Azhar Universities should be particularly interested in providing an appropriate and flexible The Organizational Structure. There is a need for the universities to have the opportunity for Employees to participate in decision-making, the importance of continuing the managements of the universities interest and continuous improvement of the performance of its Employees, 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 strengthening the democratic leadership style and empowering university staff.

Keywords: The Organizational Structure, Leadership, Palestinian Universities, Gaza Strip, Palestine.

1. INTRODUCTION

In today's world of professional experience and the administrative revolution, the resolution of all kinds and forms of inspiration is no longer an inspiration to the supreme leader in a moment, but it is governed by a number of reasons and circumstances that are known and appreciated by technocrats who are now in charge of planning, direction and management, especially in the economic, industrial and military sectors. Leadership has become an important issue at the top of the corporate agenda, and senior men of industry are seen as senior leaders who stand side by side in the ranks of top military commanders and top political

leaders, taking the names of many university professors and leading academics who shine and become known. Leadership is one of the most important pillars of the armed forces and is considered the backbone of its importance in human resource management and management of men. Leadership is one of the most effective tools of guidance. It is the primary means by which the manager can convey the corrupted spirit among the staff of the organization (Al-Nahass and Hilal, 2009).

Leadership in both the private sector and the public sector is one of the key functions of guidance, development and modernization in the performance of enterprises and an

important element in activating the ability of organizations to fulfill their role and achieve their objectives. Leadership behavior and trends are an important indicator of what kind of efforts are being made to improve performance and develop organizations and human resources (Abu Al-Nasr, 2009).

The modern administrative era, with its advanced data and capabilities, does not recognize the unlimited authoritarian role of the top administrative leaders, but we judge these leaders if we say that the things of this world are going according to their will, their will and their decisions. We live in an era of professional and technical experts. They are the burgeoning segment of managerial leaders, executives and technical advisors who are making the administrative, economic and social decision-making in the developed world (Sadler, 2008).

Leadership is an important focus of the various activities in both public and private institutions, in light of the growing institutions, their size, complexity, complexity, diversity of internal relations and their impact on the external environment. All of which call for continuing research and continuing to bring about change and development. This is the task of verification under conscious leadership to identify and highlight the problems facing institutions and provide solutions to them in order to achieve their objectives. The leadership derives its importance from its ability to optimize utilization of the institution's resources through the use of effective leadership patterns within the organization (Al Shobaki, 2018), (Al Shobaki, 2017), (Al Shobaki, 2016), (El Talla, 2018), (Abu-Naser, 2018) and (Abu Amuna, 2018).

Leadership is measured by its results. It is either one of poor leadership, wasting resources, disrupting interests, losing competencies, reducing goals, or being successful leadership that invests in resources and competencies for the purpose of continuity and survival of the institution. The future of their universities, as well as the influence they have in developing the reality and objectives of these universities (Abu-Naser, 2018), (Al Shobaki, 2017), (Abu Amuna, 2016), (El Talla, 2017), (Abu-Naser, 2017) and (El Talla, 2018).

2. PROBLEM STATEMENT

The identification of the factors that affect the performance of Employees in the institution in a positive or negative is the responsibility of officials in the management of any institution and the neglect of recognition or seek to improve the characteristics of the institution that distinguish them from others is one of the causes of management problems, and through the survey researchers concluded that There is a disparity in the performance of the Palestinian universities in Gaza Strip, and there are many factors that affect their performance. Therefore, this study aims to identify The Organizational Structure and its impact on the leadership style and the participation of Palestinian university Employees in order to help guide them. These universities or departments to the importance of improving the treatment and disadvantages for the advancement of those universities

and address the obstacles faced by administratively and technically (Al Shobaki, 2018), (Al Shobaki, 2017), (Al Shobaki, 2016), (El Talla, 2017), (Abu-Naser, 2017) and (Abu Amuna, 2016).

Leadership as a process of influence in others works to guide their abilities and interest in the direction that ensures the achievement of the goals and that the success of the leader depends primarily on its characteristics and personal characteristics that determine the type of leadership style exercised by the influence on subordinates, and it became clear that the progress of communities and countries is only As a natural result of the efforts of this conscious leadership and responsibility, and above (Al Shobaki, 2018), (Al Shobaki, 2017), (El Talla, 2017), (Abu-Naser, 2017) and (Abu Amuna, 2016), the problem of research lies in answering the following questions:

Q1-: What is the nature of The Organizational Structure prevailing in the Palestinian universities in Gaza Strip?

Q2-: What is the level of participation of decision makers in the Palestinian universities in Gaza Strip?

Q3-: Is there a relationship between The Organizational Structure prevailing in the Palestinian universities in Gaza Strip and decision-making among the administrative staff?

Q4-: Is there an impact of The Organizational Structure on participation in decision-making in the Palestinian universities in Gaza Strip?

3. RESEARCH OBJECTIVES

This study aims to achieve the following objectives:

1. Highlight the nature of The Organizational Structure prevailing in the Palestinian universities in Gaza Strip.
2. Identify the level of participation of university staff in decision-making.
3. Analyzing the relationship between the nature of The Organizational Structures and participation in decision-making.
4. Identify the extent to which the nature of The Organizational Structure is related to the decision-making in the decision-making process for Palestinian university Employees in Gaza Strip with demographic characteristics (gender, age, qualification).
5. Identify the extent to which the nature of The Organizational Structure is related to the decision-making of Palestinian university Employees in Gaza Strip with functional characteristics (years of service, level of work, workplace).
6. Provide suggestions and recommendations to help the management of Palestinian universities in Gaza Strip and all departments working in Field of education to improve and raise the level of performance of Employees.

4. RESEARCH IMPORTANCE

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

1. It can help decision-makers and human resources managers in Palestinian universities in Gaza Strip to identify the dimensions of the relationship between the nature of The Organizational Structure prevailing in universities and the level of participation in decision-making.
2. In addition to this vital area of research, one of the important areas that dealt with the concept of participation of decision-makers, and their need for development at the present time as a result of the enormous developments in various fields, and the need of human resources organizations that help solve the problems Achieve its objectives.
3. It addressed an important subject of organizational behavior and its vital role in influencing many other variables within the organization that are relevant to individuals.
4. Because universities are affected by the quality and effectiveness of their human resources and an important part of these resources is administrative staff, so more attention should be paid to them so that they can achieve their goals and objectives.

5. RESEARCH HYPOTHESIS

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

Ho 1: There is a statistically significant relationship between the nature of The Organizational Structure prevailing in the university and the extent of participation of decision-making personnel.

Ho 2: There is an impact of The Organizational Structure on the participation of decision makers in Palestinian universities.

Ho 3: There are differences in the nature of The Organizational Structure and the extent of participation of decision-making Employees according to the demographic and organizational variables (gender, age, qualifications).

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

Ho 3-1: There are differences in the nature of The Organizational Structure and the extent of participation of decision makers according to the demographic variables (gender).

Ho 3-2: There are differences in the nature of The Organizational Structure and the extent of participation of decision makers according to the demographic variables (age).

Ho 3-3: There are differences in the nature of The Organizational Structure and the extent of participation of decision makers according to the demographic variables (qualifications).

Ho 4: There are differences in the nature of The Organizational Structure and the extent of participation of decision-making staff according to the organizational variables (level of work, place of work).

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

Ho 4-1: There are differences in the nature of The Organizational Structure and the extent of participation of decision-making staff according to the organizational variables (level of work).

Ho 4-2: There are differences in the nature of The Organizational Structure and the extent of participation of decision-making staff according to the organizational variables (place of work).

Ho 5: There are differences in the nature of The Organizational Structure and the extent of participation of decision makers according to the university in which they work.

6. RESEARCH VARIABLES

- **Independent variables:** The Organizational Structure.
- **The dependent variable:** participation of decision makers.
- **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. **The institutional limit:** The study was conducted on the major universities in Gaza (Islamic university, Al-Azhar University, Al-Aqsa University). There are many private universities that opened their doors in the past few years in addition to Al Quds Open University, which is a special case of universities.
3. **Time Limits:** This study was implemented at the beginning of 2018 and therefore represents the reality at this time.

8. LITERATURE REVIEW

- Study of (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 officer), place of work”. The results showed that there are differences in the perception of Employees to perform the function depending on the university variable, where the results indicated that there are statistically significant differences between the Islamic University and Al-Aqsa University in the job performance in favor of the Islamic University. The study reached a number of recommendations, the most important of which is that the managements of the three Palestinian universities in Gaza Strip should give special attention to job performance in general and Al-Aqsa University and Al-Azhar University in particular. The Employees of universities should have the opportunity to participate in decision-making. The Management of the three universities should keep interest in continuous improvement of the performance of their Employees. Enhancing the periodic evaluation of the job performance, informing Employees about their evaluations, and giving them the chance to express their opinion about it. Solving Employees' problems and giving them the opportunity to contribute in solving

their own problems. And the use of the staff rotation method periodically.

- Study of (El Talla, 2017) aimed to investigate the relationship between the organizational variables and job performance at Gaza strip Universities, the organizational variables included: communication style, nature of work, the technology used. And it aimed to identify the extent of differences statistically significant in Employees trends toward the reality of organizational variables attributed to some characteristics of the study population. The data has been collecting using a questionnaire consisting of (50) paragraphs. The questionnaire was distributed randomly to (320) Employees of the administrative staff in Gaza strip universities; (262) Employees responded, and the results showed the availability of a high degree of organizational variables in Gaza Universities, the order of variables were as follows: the technology used, the nature of work, and finally communication style, and it showed a high level of job performance, in addition the results showed a significant correlation between organizational variables and job performance, and there was existence of differences in the perception of the organizational variables depending on the university, for the benefit of the Islamic university, and differences between 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 .
 - 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 (Bahr and Abu Swirih, 2010) The aim of the study was to identify the extent of statistical differences in the attitudes of Employees towards the effect of the elements of the organizational climate on the functional performance due to the demographic characteristics of the members of the study society. The study was conducted using a questionnaire consisting of (80) items, which were distributed randomly to (215) Employees and administrative staff of the university, and it was possible to collect (180) valid questionnaires for analysis. The study found that there is a positive organizational climate in the Islamic University and a strong positive relationship between the availability of a good organizational environment and the level of job performance of the Islamic University Employees. There is a very good level of job performance for the Employees of the Islamic University and and the absence of statistically significant differences in the opinions of the sample members on the degree of influence of the elements of the organizational climate on the performance of the administrative staff due to gender, age, academic qualification and place of work.
 - Study of (Al-Saffar, 2009) The study aimed to identify the impact of the main organizational climate dimensions such as 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 (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

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, as well as to determine the flow of information between different organizational levels in the organization (Al-Harthy, 2009). The Organizational Structure is the most important factor in the performance of the organization, by accommodating it to its job and specialization needs, its ability to streamline the work procedures, and the flow of decisions, directives and orders from top to middle management, Performance, concentration of power and degree of freedom felt by individuals when taking decisions, and the more positive the organizational climate in these aspects of The Organizational Structure of the organization, this has a direct positive impact on the effectiveness of the job performance of Employees (Al-Mous a, 1995).

Authors and researchers cited many definitions of The Organizational Structure (Al-Emian, 2002) as a system of authority, accountability and relationships between organizational units that determine the form and nature of the work required of the organization. Dara (1994) defines it as an arrangement of interrelationship between parts and functions of organization. This concept refers to the

hierarchical hierarchy of power for the purpose of achieving the objectives effectively.

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

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

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

The importance of The Organizational Structure is that it is a key tool that helps the management to coordinate and coordinate the efforts of the staff to reach agreed goals in advance. It provides the framework in which individuals move, through which the various efforts and activities of the organization are consolidated, The Organizational Structure with clear roles, responsibilities and powers, as well as an adequate working environment and autonomy in decision-making (Al Shobaki, 2018), (Al Shobaki, 2017), (Abu Naser, 2017) and (Abu Amuna, 2016) .

The importance of The Organizational Structure:

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

1. Arrange relationships within the organization.
2. Is one of the administrative tools that help the organization to reach its goals, which resembles The Organizational Structure of the skeleton of man as he holds the various subsystems of the human body,

without this structure, the various departments and sections remain isolated units.

3. Clarify departments, departments, divisions and divisions within the institution
4. Clarify the administrative levels in the institution and the competencies and responsibilities of each level.

Main characteristics of The Organizational Structure (Harem, 2000):

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

1. **Complexity:** There are three elements that are complex:
 - **Horizontal division and specialization:** horizontal division and horizontal specialization refers to the activities carried out by the organization and professional job groups and the various disciplines in them. The greater the number of organizational units and their divisions, the greater the number and diversity of professions and disciplines and the more complex The Organizational Structure and vice versa
 - **Vertical division:** refers to the depth of The Organizational Structure. If the number of organizational levels increases, The Organizational Structure becomes more complicated and vice versa.
 - **Geographic division:** refers to the geographical distribution and distribution of the Organization's operations and activities. The Organizational Structure is more complex when the number of FAO units in different regions and locations increases, the proportion of staff increases and the distances between them increase.
2. **Official:** This feature refers to the extent to which the organization relies on laws, regulations, rules, instructions, decisions, procedures and detailed standards to guide and control the behavior, actions and actions of the individual in the performance of his work. These laws, regulations and instructions are not necessarily written.
3. The centrality of the interest of many researchers and writers in many aspects, including the impact of global centrality on decision-making processes, communication and coordination, the effectiveness of the organization and its flexibility, and its relationship to innovation, creativity and others. Centralization is the focus of important decision-making in one center or in senior management.

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

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

- **The size of the organization:** The scholars differed between the correlation between the size of the organization and its impact on The Organizational Structure. However, they agree that the size has an impact on the structure of the organization and it has a clear impact on the complexity and official and central and reflected on the size of The Organizational Structure. In the process of division and identification of tasks and activities to be performed, while when the organization is large, The Organizational Structure is large and the activities and the work more numerous and diverse, which leads to the ease of division of labor.
- **The role of the life of the organization:** where The Organizational Structure is affected by the age of the institution and whether it is in its beginnings or in the stage of development or decline. The organization is like a human being begins life by its origin and ends with its demise.
- **Environment:** The environment plays a major role in determining the form and type of The Organizational Structure. An environment that operates in an atmosphere of stability differs from an institution that suffers from instability. Stability means a simple The Organizational Structure and instability of the institution requires a complex structure. The organization must interact with its environment The structure must adapt to and deal with both the internal and external environment of the organization to ensure the stability and development of the organization.
- **Geographical location of the Organization:** Organizations whose work exceeds several geographic locations, whether regional or global, require a large The Organizational Structure and different from the Organization in one place.
- **Specialization:** The specialization in tasks affects The Organizational Structure of the institution. If the specialization in work is low, the structure is simple and vice versa
- **Human Resources:** When individuals with simple capabilities are required, The Organizational Structure is also simple.
- **Technology:** Technology is one of the structural variables because it affects directly and continuously in the relations of individuals in the organization and also

affect the communication between them and at the administrative levels and on performance and achievement, etc. The more the use of technology in the organization was complex and sophisticated needed a more complex The Organizational Structure

- **Scope of supervision:** The scope of supervision is the number of subordinates who can be effectively supervised by the supervisor. If the scope of supervision is wide, it will result in a flat The Organizational Structure where administrative levels are limited, either if the scope of supervision is narrow and will result in a vertical (vertical) Administrative levels.
- **Management system (centralization and decentralization):** The presence of centralization in the organization (power in the hands of senior management) reduces the complexity of The Organizational Structure and is more obvious, while the decentralization system further complicates The Organizational Structure.
- **Strategy:** The Organizational Structure is a means to achieve the objectives of the organization. Therefore, any analysis or definition of The Organizational Structure must be based on the objectives and strategy of the organization (the long-term objectives of the organization). The change in the organization's strategy is accompanied by a change in The Organizational Structure of the organization.
- The organization's The Organizational Structure may sometimes be the result of those who occupy decision-making positions in the organization who choose The Organizational Structure that enhances their powers, influence and interests. Accordingly, the policies and policies of senior management have the greatest impact on the organization's The Organizational Structure (Al-Salem and Said, 2000).

Leadership Style

There are differences in the views of researchers and writers on the concept of leadership. Some have stressed that leadership means the ability to influence members and the group or the ability to influence and motivate individuals to do what is delivered to achieve the goals. Leadership is one of the most important elements that must be met in the administrative person to be the reason for achieving the goals of the institutions with the highest efficiency and effectiveness (Al Shobaki et al., 2018), (Al Shobaki, 2017), (Al Shobaki et al., 2017), (Al Shobaki, 2016), (El Talla, 2017). Kashmoula (2007) is a set of skills and expertise that characterizes the leader and makes him able to influence others, guide them, improve their performance, and help them get rid of the obstacles that they encounter in their relationships and actions in order to achieve common goals. As for Likert, it is defined as the ability of the individual to

influence or guide a person or group in order to gain their cooperation and motivate them to work at the highest degree of efficiency in order to achieve the objectives of the subject (Al-Jumaili, 2008). Al-Qariuti (2009) is the main driver of the effectiveness of any organization, because the leader can harness and mobilize the existing capabilities of his staff to achieve the goals required, and does not necessarily by virtue of the status of the position or the degree of authority enjoyed by the director, Of managers lack leadership skills, limiting their ability to achieve their goals.

Leadership styles

Known by the world of administration and meeting (Fiedler) as the type of relationship that a person adopts by using his authority and his way of making others work collectively on one mission (Wang, et al, 2010). It can also be defined as the way a leader provides when directing others in different work situations (Durbin, 1990). There have been numerous studies on the classification of leadership patterns, and have reached multiple classifications and diverse opinions for those patterns that vary according to criteria based on their classification. These include rating leaders in terms of their choice of certain leaders of the executive branch, leaders chosen from among the group they lead (Al-Jumaili, 2008). Some believe that there are two main factors that govern the process of classifying leadership styles. The first factor is the work or productivity and the interest of the leaders. The second factor concerns the Employees, their interests and the way they are treated. The first factor is the two main types of leadership, namely, the positive leadership and negative leadership. This is what led to the studies of Likert 1966, and the second factor involves two different types of administrative leadership styles: democratic and autocratic. (Majmey, 2003). As it is the most important factor influencing the progress of work and creativity in the organization, especially when the methods of action and administrative efficiency here have the greatest role (Wang et al, 2010).

The reality of higher education in Gaza Strip:

There are three main universities in Gaza Strip: the Islamic University, Al-Azhar University, Al-Aqsa University, and Al-Quds Open University. In recent years, the private sector has entered Field of higher education. Two private universities have been opened: (Al Shobaki, 2018), (Abu Dhabi, 2017) and (Al Shobaki, 2017). The march of the Palestinian universities in Gaza Strip began with the opening of the Islamic University, which emerged in 1978 from the Azhar Religious Institute, then Al-Azhar University, which in turn originated from the same institute in 1991 and then Al-Aqsa University, which emerged in 2001 from the State College of Education. The three major universities - Islamic, Al-Azhar and Al-Aqsa - will be the focus of this study, as they account for the largest number of Employees and the largest proportion of students in Gaza Strip.

Employees in Palestinian Universities in Gaza Strip:

The administrative and financial system is the driving force of the university's education, research and studies systems,

and unless it is effective and efficient, the university system will be exposed to risks that may lead to its failure to achieve its mission (Jad Al-rab, 2010). Administrative staff in Palestinian universities is an essential component of The Organizational Structure of Palestinian universities. Without these Employees, universities cannot perform their great mission of serving the community through their teaching services, research and continuing education. This work is not completed without administrative staff. These include the functions of student affairs, admission and registration, finance, public relations, personnel affairs, maintenance, procurement, warehousing, services, security and other administrative functions. In order for these workers to perform the tasks required of them well, there is a need for a good organizational environment that will help them in that performance (Al Shobaki, 2018), (El Talla, 2017), (Abu-Naser, 2017) and (Abu Amuna, 2016).

The number of administrative staff at the Islamic University (466), while at Al-Azhar University (227), while the number at Al-Aqsa University (298) employees (Al Shobaki et al., 2018), (Al Shobaki et al., 2017), (Al Shobaki et al., 2016), (Abu-Naser et al., 2017) and (Abu Amuna et al., 2016).

Through the previous review of the Palestinian universities in Gaza Strip, the circumstances in which they were created, and the most important problems facing them and the number of administrative staff there, Palestinian universities have experienced difficult conditions in the fact that they were created in the presence of the Israeli occupation and the high demand for Palestinian students to join these universities This is in addition to the lack of material resources necessary to carry out their activities in the required form, and their adoption mainly by funding them for fees collected from students. All this necessitated universities to improve their performance. It is the responsibility of the universities to provide them with a healthy and appropriate organizational environment for the performance of their work well, which strengthens their loyalty and loyalty to these universities to raise them for the better and achieve the messages that were created for them (Al Shobaki, 2017), (El Talla et al., 2017), (Abu-Naser et al., 2017) and (Abu Amuna et al., 2016).

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.

- 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

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

Item	Islamic University	Al Azhar University	Al-Aqsa University	Total
The size of society	428	227	298	953
The ratio	%45	%24	%31	100%
Sample size required	274			
Sample required by university	123	66	85	274
Distributed sample	144	77	71	320
Number of respondents	111	71	80	262
Response rate	77.08%	92.20%	80.80%	81.87%

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

University Name	Islamic University	Al Azhar University	Al-Aqsa University	Total
	111	71	80	262
Career Level	Director	Head Of The Department	Administrative Employee	262
	29	43	190	
Gender	Male	Female		262
	187	85		
Age	20-30 years	31-40 years	41-50 years	Greater than 50 years
	101	88	51	22
Qualification	Diploma	BA	Postgraduate	262
	73	151	38	
Years of service	Less than 5 years	5-7 years	8-10 years	More than 10 years
	72	56	32	102
Workplace	Deanships And Colleges	Financial Services	Administrative Roundabout	Technical Circles
	81	24	143	14

Fourthly- Study tool:

Since the nature of the hypotheses and the variables involved are the ones that control the choice of the appropriate tool, accordingly, the researchers have prepared a measure for that study commensurate with its objectives and mandates, which is a measure of The Organizational Structure and its relationship with the participation of decision-making staff in universities. The process of designing and preparing the study scale has gone through several stages and steps:

universities are: Islamic University, Al-Azhar University, Al-Aqsa University, and through the census of the study society, it is composed of (953) administrative staff.

Third- The study sample:

- A 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.
- The random stratified sample method was used in the study. The sample was composed of (280) Employees. The response rate was (81.87%). The sample distribution and response rate were as follows:

- To view the literature of organizational climate and job performance, and previous studies related to the subject of the present study.
- Conducting an exploratory study in the three universities to determine the areas of organizational climate that are to be included in the study.
- Collect and define scale paragraphs.
- Formulation of the standard expressions according to the study sample.
- Set the meter instructions.

6. How to correct the meter.
7. Conduct a study of stability and honesty of the scale.

Scale of The Organizational Structure and its relationship with the participation of decision-making personnel in universities: The researchers designed this scale according to the following steps:

- 1- The goal was to design The Organizational Structure and its relationship with the participation of decision-makers in universities in universities, with a view to applying it to administrative staff in the Palestinian universities in Gaza Strip for data to be analyzed and interpreted to answer the study's questions.
- 2- The researchers studied the concept of organizational climate in institutions of higher education by studying the relevant literature and previous studies. The concept of The Organizational Structure and the participation of

Table 4: Scale of the five-dimensional Likert scale

Response Degree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	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

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

Table 6

Honesty coefficients for each paragraph with the total score for the scope of participation of decision-making personnel

decision-making personnel in higher education institutions were also defined. (10) paragraphs were adopted for each variable, as shown in the following table:

Table 3: Shows the dimensions of the scale

Field	No. of Items
The Organizational Structure	10
The extent of employees participation in decision making	10

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

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:

No.	Item	Honesty Level	Level of Sig.
1.	Employees participate in setting goals for departments and departments.	0.771	0.01
2.	Decision-makers resort to consultations before making decisions to determine their results and effects	0.811	0.01
3.	Employees have the power and authority to make decisions about their work and take responsibility	0.533	0.01
4.	Management philosophy allows Employees to solve their own problems	0.610	0.01
5.	Management is keen to involve subordinates in decision-making	0.713	0.01
6.	The problems facing the departments and divisions are solved collectively	0.470	0.01
7.	Different alternatives are evaluated and available before decisions are made	0.738	0.01
8.	The level of cooperation between colleagues is appropriate	0.367	0.05
9.	Employees are involved in developing performance standards related to their functions	0.714	0.01
10.	Employees participate in the process of evaluating their performance	0.694	0.01

Stability of the scale:

The concept of constancy means the ability of the test to give the same grades or values to the same individual or individuals. If the measurement process (Awad, 2008) is repeated and to ensure the stability of the scale, the researchers used the following methods:

1. **Method of fragmentation 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 scale

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 extent of employees participation in decision making	10	0.648	0.787	Sig. at 0.01

It is clear from the previous table that the stability coefficients in all midterm divisions were high, and that the overall stability coefficient was (0.771) indicating that the questionnaire has a high degree of stability. The researchers then conducted a correlation matrix showing the dimensions of the scale as shown in the following table:

Coefficient of alpha- Cronbach between the terms of each field separately and is shown in the following table:

Table 8: A correlation matrix between dimensions of the scale

Field	The Organizational Structure
The extent of employees participation in decision making	**0.641

Table 9: Shows the coefficients of Coefficient of alpha-Cronbach stability for each dimension of the scale

No.	Field	Coefficient of alpha-Cronbach stability
1.	The Organizational Structure	0.667
2.	The extent of employees participation in decision making	0.853

** Significant at (0.01)

* Significant at (0.05)

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

The above table shows that Coefficient of alpha- Cronbachs are all above (0.667). This indicates that the questionnaire has a high degree of stability.

Fifth: Statistical Methods

The computer was used in the statistical processing, especially the statistical packages program (SPSS), where all the data obtained by the researchers and then the results were extracted through the scientific equations necessary for this and the most important used in this study:

2. **Coefficient of alpha- Cronbach of persistence:** The researchers used the Coefficient of alpha- Cronbach 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 Coefficient of alpha- Cronbach, And then the researchers performed the coefficients of

1. Means, frequencies, standard deviations and percentages.
2. Spearman Brown's correlation coefficient for the equal half - division, and Coefficient of alpha- Cronbach 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:

Q- 1: What is the nature of The Organizational Structure prevailing in the Palestinian universities in Gaza Strip?

To answer the study questions and to use the five-digit Likert in 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:

Table 10: Scale of measurements used in this study

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

This indicates that the 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 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 11: Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in Field of the 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 (the Deanship) I work in is well designed	895	3.44	1.002	68.80%	4
4.	The Organizational Structure of the university is distinguished by the clarity of relations between presidents and subordinates	869	3.36	1.018	67.20%	7
5.	The Organizational Structure of the university is flexible	824	3.17	1.022	63.40%	9
6.	There is no overlap and duplication of work and functions within the university	808	3.11	1.023	62.20%	10
7.	Help the division of labor in The Organizational Structure of the university to achieve its objectives	953	3.68	0.912	73.60%	1
8.	The Organizational Structure of the university leads to a rapid completion of the work	920	3.55	0.969	71.00%	3
9.	The qualifications and specialties of the members of the university are in line with the nature of the duties and duties of their posts	853	3.29	1.147	65.80%	8
10.	There is a high level of mobile communication between The Organizational Structure part	874	3.37	0.937	67.40%	6
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 (11) shows that all the paragraphs range from medium to high, with five paragraphs in this area having a high percentage between 68% and 83.90%. Five paragraphs

scored a moderate score between 52.00% and (67.90%). The paragraph (the division of labor in The Organizational Structure of the university achieves its objectives) reached the highest percentage (73.60%) followed by the paragraph (The Organizational Structure of the university corresponds to its general objectives) in the second place with a percentage 72.60%, and then the paragraph (The Organizational Structure of the university leads to the speed

of completion of work) in third place with percentage (71.00%), and the paragraph (there is no overlap and duplication In the business and jobs within the university) ranked last with a percentage (62.20%), and the total score for 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. The findings

Table 12: Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in the Scope of Employee Participation

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

The above table shows the results achieved in the organizational climate and its relationship to job performance in Field of participation of decision-making staff by presenting the mathematical Means of Fields. The Means were between (2.91 and 3.74).

Table (12) shows that all paragraphs are ranged from medium to high. One paragraph in this area had a high percentage between 68% and 83.90%. Nine paragraphs were intermediate between (52.00%) and (67.90%), the paragraph (level of cooperation suitable among colleagues) achieved the highest percentage (74.80%) followed by the paragraph (the Employees participate in the development of performance criteria related to their jobs) in second place

also agreed with Al-Jassimi (2011), Al-Saffar (2009), and Jassim and Hammoud (2011) with a strong impact on The Organizational Structure.

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 argue that the cause of differences is in The Organizational Structure of the Palestinian Authority ministries, and the accumulation of senior administrative functions, the attempt to adapt The Organizational Structure of the PA ministries to existing ones rather than vice versa. They also differed with Al-Batoush (2007). The researchers attributed this to the differences in the environment and the study society.

Q- 2: What is the level of participation of decision makers in the Palestinian universities in Gaza Strip?

with percentage (67.00%), then the paragraph (Different alternatives available before decisions are evaluated) are ranked third with 66.20%, the paragraph (the participants participate in the evaluation of their performance) with (58.20%), and the total score for Field was 64.91% which is medium.

As a result, there are some positive aspects in the participation of decision-makers such as cooperation between colleagues and the participation of Employees in the development of their work standards. However, there is a shortage in this area, especially in the participation of Employees in evaluating their performance. The staff assessment process is still used and does not inform

Employees of the results of their evaluation or discussion, which requires university administrations to address these problems, to identify shortcomings in the participation of the Employees in the decision-making process and to try to address this deficiency.

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

from the findings of the study (Jassim and Hammoud, 2011) and the study (Al-Batoush, 2007) Where there was a weakness in the participation of Employees in the decision-making process.

11. HYPOTHESIS TESTING

Ho 1: There is a statistically significant relationship between the nature of The Organizational Structure prevailing in the university and the extent of participation of decision-making personnel.

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

Table 13: A correlation matrix between the dimensions of organizational climate and job performance in universities

Field	Employees participation in decision making
THE ORGANIZATIONAL STRUCTURE	**0.630

** Significant at (0.01)

We note from the previous table that there is a positive correlation between The Organizational Structure and the participation of decision-making staff. This indicates the validity of the main hypothesis of the study and emphasizes the importance of an appropriate The Organizational Structure and its great correlation with the participation of decision makers.

Ho 2: There is an impact of The Organizational Structure on the participation of decision makers in Palestinian universities.

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

Table 14: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630 ^a	.397	.395	.55368
a. Predictors: (Constant), The Organizational Structure				

Table 15: Analysis of variance by ANOVA test

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.104	1	52.104	169.961	.000 ^b
	Residual	79.094	258	.307		
	Total	131.198	259			
a. Dependent Variable: The extent of employees participation in decision making						
b. Predictors: (Constant), The Organizational Structure						

Table 16: Transaction table

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.963	.178		5.400	.000

The Organizational Structure	.671	.051	.630	13.037	.000
a. Dependent Variable: The extent of employees participation in decision making					

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

- Correlation coefficient = 0.630, and the adjusted coefficient of adjustment = 0.395, which means that 39.5% of the change in the participation of decision-making staff was explained through the linear relationship with the nature of The Organizational Structure and the remaining percentage may be due to other factors
- The value of the calculated F is 169.961, and the probability value is 0.000, which means rejecting the null hypothesis and accepting the existence of a statistically significant relationship between the nature of The Organizational Structure and the participation of decision-making staff in the Palestinian universities.

Ho 3: There are differences in the nature of The Organizational Structure and the extent of participation of decision-making Employees according to the demographic and organizational variables (gender, age, qualifications).

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

Ho 3-1: There are differences in the nature of The Organizational Structure and the extent of participation of decision makers according to the demographic variables (gender).

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

Table 17: 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	185	3.4071	0.68800	0.187	Not statistically significant
	Female	75	3.3907	0.62298		
The extent of employees participation in decision making	Male	187	3.2235	0.70650	-0.795	Not statistically significant
	Female	75	3.3010	0.71699		

The value of "T" in the table at the degree of freedom (260) and at the Level of Sig. (0.05) = 1.96

The value of "T" in the table at the degree of freedom (260) and at the Level of Sig. (0.01) = 2.34

It is clear from the previous table that there are no statistically significant differences due to the gender variable between males and females in all fields. The calculated value of T. is less than the tabular value.

Ho 3-2: There are differences in the nature of The Organizational Structure and the extent of participation

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

Field	Source	Total Squares	Degrees Of Freedom	Mean Squares	"F" Value	Level of Sig.
The Organizational Structure	Between groups	2.424	3	0.808	1.824	Not statistically significant
	Within groups	113.405	256	0.443		
	Total	115.829	259			
The extent of employees participation in decision making	Between groups	2.141	3	0.714	1.426	Not statistically significant
	Within groups	129.064	258	0.500		
	Total	131.204	261			

The value of the "F" of the table at degrees of freedom (3, 258) and at the Level of Sig. (0.05) = 2.63

The value of the "F" of the table at degrees of freedom (3, 258) and at the Level of Sig. (0.01) = 3.85

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 F is less than the value of the P, which proves the hypothesis is incorrect. This finding can be explained by the fact that Employees of different ages are living in the same policy and decision-making environment as the existing The Organizational Structure,

of decision makers according to the demographic variables (age).

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

Ho 3-3: There are differences in the nature of The Organizational Structure and the extent of participation of decision makers according to the demographic variables (qualifications).

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, F value and Sig. level due to the variable of practical qualification

Field	Source	Total Squares	Degrees Of Freedom	Mean Squares	"F" Value	Level of Sig.
The Organizational Structure	Between groups	6.743	2	3.372	7.944	Sig. at 0.01
	Within groups	109.086	257	0.424		
	Total	115.829	259			
The extent of employees participation in decision making	Between groups	1.614	2	0.807	1.613	Not statistically significant
	Within groups	129.590	259	0.500		
	Total	131.204	261			

The value of "F" in the table at degrees of freedom (2, 259) and at the Level of Sig. (0.05) = 3.03

The value of the "F" of the table at degrees of freedom (2, 259) and at the Level of Sig. (0.01) = 4.68

It is clear from the previous table that there are no statistically significant differences in the extent of participation of decision-making staff, depending on their scientific qualifications, since the value of "F" calculated less than the value of "F" table, and this result can be explained that Employees of various qualifications are looking forward to and Their participation in the decision-making process,

and they all feel the importance of the technology used in the university and its impact on performance, while the table shows the existence of differences between respondents according to their scientific qualifications in Field:

In order to know the direction of differences in the nature of The Organizational Structure, the Scheffe Test was used in the following table:

Table 20: 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 3.5685 =	BA 3.4108 =	Postgraduate 3.0500 =
Diploma = 3.5685	-		
BA = 3.4108	-0.1577	-	
Postgraduate = 3.0500	-0.5185*	-0.3608*	-

* Significant at (0.05)

It is clear from the previous table that there are statistically significant differences at the level of (0.05) attributed to the variable of scientific qualification in the first field "The Organizational Structure" among those with postgraduate qualifications with diploma qualifications for those with a diploma qualification, and differences between those with postgraduate qualifications With a bachelor's degree in favor of holders of bachelor's qualifications. This result can be explained by the fact that graduates with postgraduate qualifications are often dissatisfied with The Organizational

Structure as a result of non-appreciation of the university and appropriate jobs, The lowest scientific degrees. Also, there are no statistically significant differences between diploma holders and holders of bachelor's degrees.

Ho 4: There are differences in the nature of The Organizational Structure and the extent of participation of decision-making staff according to the organizational variables (level of work, place of work).

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

Table 21: Source of variance, sum of squares, degrees of freedom, mean squares, F value, and Level of Sig. due to variable years of service

Field	Source	Total Squares	Degrees Of Freedom	Mean Squares	"F" Value	Level of Sig.
The Organizational Structure	Between groups	2.930	3	0.977	2.215	Not statistically significant
	Within groups	112.899	256	0.441		
	Total	115.829	259			
The extent of employees participation in decision making	Between groups	2.735	3	0.912	1.831	Not statistically significant
	Within groups	128.470	258	0.498		
	Total	131.204	261			

The value of the "F" of the table at degrees of freedom (3, 258) and at the Level of Sig. (0.05) = 2.63

The value of the "F" of the table at degrees of freedom (3, 258) and at the Level of Sig. (0.01) = 3.85

The above table shows that the calculated F value is less than the F value of the table. Therefore, there are no statistically significant differences in all fields due to the variable years of service.

Ho 4-1: There are differences in the nature of The Organizational Structure and the extent of participation of decision-making staff according to the organizational variables (level of work).

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

Table 22: Source of variance, sum of squares, degrees of freedom, mean squares, F value and Sig. level

Field	Source	Total Squares	Degrees Of Freedom	Mean Squares	"F" Value	Level of Sig.
The Organizational Structure	Between groups	1.777	2	0.888	2.002	Not statistically significant
	Within groups	114.053	257	0.444		
	Total	115.829	259			
The extent of employees participation in decision making	Between groups	.048	2	0.024	0.048	Not statistically significant
	Within groups	131.156	259	0.506		
	Total	131.204	261			

The value of "F" in the table at degrees of freedom (2, 259) and at the Level of Sig. (0.05) = 3.03

The value of the "F" of the table at degrees of freedom (2, 259) and at the Level of Sig. (0.01) = 4.68

The above table shows that the calculated F is less than the F value of the table, meaning that there are no statistically significant differences in all fields according to the functional level variable, which proves the hypothesis is incorrect.

The researchers explain this finding that employees at different levels of employment have a positive perception of

The Organizational Structure and the extent of participation of decision-making staff in their university.

Ho 4-2: There are differences in the nature of The Organizational Structure and the extent of participation of decision-making staff according to the organizational variables (place of work).

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

Table 23: Source of variance, sum of squares, degrees of freedom, mean squares, F value and Level of Sig. due to workplace variable

Field	Source	Total Squares	Degrees Of Freedom	Mean Squares	"F" Value	Level of Sig.
The Organizational Structure	Between groups	1.445	3	0.482	1.078	Not statistically significant
	Within groups	114.385	256	0.447		
	Total	115.829	259			
The extent of employees participation in decision making	Between groups	2.397	3	0.799	1.600	Not statistically significant
	Within groups	128.807	258	0.499		
	Total	131.204	261			

The value of the "F" of the table at degrees of freedom (3, 258) and at the Level of Sig. (0.05) = 2.63

The value of the "F" of the table at degrees of freedom (3, 258) and at the Level of Sig. (0.01) = 3.85

The above table shows that the calculated "F" value is less than the "F" value of the table, meaning that there are no statistically significant differences in all, which proves that the hypothesis is generally incorrect. This finding can be explained by the fact that the working environment at the university is rather intertwined and convergent, which makes the perception of workers similar.

Ho 5: There are differences in the nature of The Organizational Structure and the extent of participation of decision makers according to the university in which they work.

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

Table 24: 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.
The Organizational Structure	Between groups	11.396	2	5.698	14.022	Sig. at 0.01
	Within groups	104.433	257	0.406		
	Total	115.829	259			
The extent of employees participation in decision	Between groups	14.846	2	7.423	16.523	Sig. at 0.01
	Within groups	116.358	259	0.449		

Field	Source	Total squares	Degrees of freedom	Mean squares	"F" value	Level of Sig.
making	Total	131.204	261			

The value of "F" in the table at degrees of freedom (2, 259) and at the Level of Sig. (0.05) = 3.03

The value of "F" in the table at degrees of freedom (2, 259) and at the Level of Sig. (0.01) = 4.68

It is clear from the previous table that the value of F is greater than the value of the table. Therefore, there are statistically significant differences in all fields and in the total score of the scale according to the university variable.

The University of Al-Aqsa is the most recent of these universities. It is a state-run university, run by the government, and the unified cadre does not apply fully to the university. Its Employees, and it is influenced by the political division on the Palestinian arena, and its subordination to two ministries of higher education, one in

Gaza and the other in Ramallah, and thus the division of Employees in their loyalty to any of the two governments, Which are exposed Financial crises from time to time as a result of relying primarily on the outcome of the students in the financing of university fees.

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

Table 25: Results of the Scheffe Test to identify the direction of differences and their Sig. in Field of The Organizational Structure due to the university variable

University	Islamic University 3.6376 =	Al Azhar university 3.3192 =	Al-Aqsa University 3.1556 =
Islamic University = 3.6376	-	-	-
Al Azhar university = 3.3192	-0.3184*	-	-
Al-Aqsa University = 3.1556	-0.4821*	-0.1634	-

* Significant at (0.05)

It is clear from the previous table that there are statistically significant differences at the level of (0.05) attributed to the university variable in the first field "The Organizational Structure" between the Islamic University, Al-Azhar and Al-Aqsa Universities for the Islamic University. The researchers explain this result that the Islamic University is the oldest and most stable administratively in the Palestinian

universities in Gaza Strip, and this is reflected in The Organizational Structure, as we note from the table there are no statistically significant differences between the universities of Al-Azhar and Al-Aqsa according to Field of The Organizational Structure.

Table 26: The results of the Scheffe Test to identify the direction and Sig. of differences in the extent of participation of decision-making staff due to the university variable

University	Islamic University 3.4863 =	Al Azhar university 3.2349 =	Al-Aqsa University 2.9214 =
Islamic University = 3.4863	-	-	-
Al Azhar university = 3.2349	-0.2514*	-	-
Al-Aqsa University = 2.9214	-0.5649*	-0.3135*	-

* 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 university variable in the third field, "the extent of participation of decision-making staff" between the Islamic University and both the universities of Al-Azhar and Al-Aqsa for the Islamic University. Which in turn reflected on giving the Employees a greater opportunity to participate in decision-making, and we note from the table there are statistically significant differences between the universities of Al-Azhar and Al-Aqsa in favor of Al-Azhar University, as explained previously to the political polarization at the University.

Structure in the Palestinian universities in Gaza Strip from the point of view of administrative staff, with a percentage of (68.05).

12. RESULTS

1. The results showed that there is a high degree of satisfaction with the nature of The Organizational

2. The results showed that there was a Mean level of participation of decision-makers in the percentage of (64.91%).
3. The results showed that there is a positive correlation between the nature of The Organizational Structure and the participation of decision makers
4. The results confirmed a significant impact of The Organizational Structure on the participation of decision makers.
5. The results indicated that there were no differences between the sample according to the gender variable in their perception of the nature of The Organizational

Structure and the extent of participation of decision-making personnel.

6. The results showed that there are no differences in the Employees' perception of the nature of The Organizational Structure and the participation of decision makers according to the age variable.
7. The results confirm that there are statistically significant differences according to the variable of scientific qualification in The Organizational Structure, while there were no differences in the extent of participation of decision-making personnel.
8. The results showed that there are no differences in the Employees' perception of the nature of The Organizational Structure and the participation of decision-making staff according to the variable years of service
9. The results indicate that there are no differences in the Employees' perception of the nature of The Organizational Structure and the participation of decision-making staff according to the variable of the career level (manager, head of department, administrative officer).
10. The results confirmed that there are no differences in the perception of Employees of the nature of The Organizational Structure and the participation of decision-making Employees according to the variable of the workplace,
11. The results indicated that there are differences in the perception of the Employees of the nature of The Organizational Structure and the participation of decision-making staff according to the university in which they work in all fields
12. The results revealed that there are statistically significant differences between the Islamic University and Al-Azhar University in The Organizational Structure, the extent of the participation of decision makers in favor of the Islamic University.
13. The results confirmed that there are statistically significant differences between Al-Azhar University and Al-Aqsa University in the extent of participation of decision-making staff in favor of Al-Azhar University.

13. RECOMMENDATIONS

- The interest of the Managements of the Palestinian universities in the three Gaza Strip in general, and Al-Aqsa and Al-Azhar Universities in particular, should be given an appropriate and flexible The Organizational Structure.
- Universities should be given the opportunity to participate in decision-making.
- The importance of continuing the departments of the universities of interest and continuous improvement of the performance of their Employees.

- The need to solve the problems of Employees and give them the opportunity to contribute to solve their own problems.
- Use the staff rotation method periodically.
- Strengthening the democratic leadership style and empowering university staff.

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