

The Style of Leadership and Its Role in Determining the Pattern of Administrative Communication in Universities- Islamic University of Gaza as a Model

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Abstract: The study aimed to identify the type of leadership and its role in determining the type of administrative communication at the Islamic University. The researchers used the method of Stratified random sampling in the study. The study was conducted on a sample of 144 administrative staff from the Islamic University of Gaza. The response rate was 77.08%.

The study found that there is a high degree of satisfaction with The Style of Leadership in the Islamic University - Gaza from the point of view of the administrative staff, where the percentage reached (73.52%). There is a high degree of satisfaction with the pattern of communication prevailing in the Islamic University - Gaza from the point of view of administrative staff, where the percentage (76.52%). There is a direct correlation between The Style of Leadership and communication pattern, the role of The Style of Leadership in determining the type of administrative communication at the Islamic University- Gaza. There are no differences in the perception of workers in the pattern of communication while there are differences in The Style of Leadership according to the age variable in favor of the lower age groups. There are no statistically significant differences in the perception of the leadership pattern according to the variable (gender, qualification) and the absence of differences in the perception of the employees of The Style of Leadership and style of communication depending on the variable years of service, and the absence of differences in the perception of the employees of The Style of Leadership and style of communication depending on the level of career variable (manager, head of department, administrative officer).

The study reached a number of recommendations, the most important of which is that the interest of the departments of the Palestinian universities and the Islamic University should be increased in order to provide and maintain a good The Style of Leadership, the need to improve the existing communication pattern at the university and to give universities the opportunity to participate in decision-making, the importance of solving the problems of workers and giving them the opportunity to contribute to solving their own problems. The need to use the method of rotation of employees and periodically, and the importance of promoting democratic leadership and empowerment of university staff.

Keywords: The Style of Leadership, administrative communication pattern, administrative staff, Islamic University, Palestinian universities, Gaza Strip, Palestine.

1. INTRODUCTION

The effectiveness and efficiency of individual and collective performance and the overall functioning of an organization depend on the extent to which The Style of Leadership influences the internal environment of many decisions and the behavior and attitudes towards the organization. The behavior of the individual within the organization is influenced by the environment (Al Shobaki, 2017).

A good construction of organizations, especially educational organizations, academic and administrative decisions will have a direct impact on their performance, and the attention of administrative researchers and writers in driving leadership objectives is considered a major determinant of individual behavior (Al Shobaki, 2017), (El Talla, 2018) and (Abu-Naser, 2016).

There has been a growing interest in studying the issue of The Style of Leadership among university staff in order to increase the sense of the importance and place of workers in determining the future of their universities, as well as the impact they have on developing the reality and objectives of

these universities (Al Shobaki, 2017), (El Talla, 2018) and (Abu-Naser, 2016).

Universities are a good example of organizations that need a good The Style of Leadership in order to improve the performance of their employees so that they can carry out their vital function of society. The idea of this study is to evaluate the impact of the leadership pattern in the Palestinian universities in the Gaza Strip for their administrative staff.

2. PROBLEM STATEMENT

The identification of the factors that affect the performance of employees in the institution in a positive or negative manner falls on the officials in the management of any institution and that neglecting to identify or seek to improve the characteristics of the institution that distinguish them from others is one of the causes of management problems, as there is variation in the performance of employees in the Palestinian universities in Gaza Strip (Al Shobaki, 2018), (El-Talla, 2017) and (Abu-Naser, 2017), and that many

factors affect their performance (Al Shobaki, 2017)) and (Abu-Naser, 2016).

Therefore, this study aims to identify the type of leadership and its role in determining the type of administrative communication at the Islamic University in order to help guide the administrations of these universities to the importance of improving and addressing the negative aspects of the advancement of these universities and to face the obstacles faced administratively and technically.

The problem of the study is to answer the following questions:

Q1-: What is the satisfaction with the pattern of leadership prevailing in the Islamic University - Gaza?

Q2: What is the satisfaction with the pattern of communication prevalent in the Islamic University - Gaza?

Q3: Is there a role for the style of leadership in the style of communication at the Islamic University - Gaza from the point of view of the administrative staff?

3. RESEARCH OBJECTIVES

This study aims to achieve the following objectives:

1. To identify the nature of The Style of Leadership at the Islamic University-Gaza.
2. To shed light on the nature of communication in the Islamic University - Gaza.
3. Analysis of the relationship between The Style of Leadership and the communication style among the administrative staff at the Islamic University-Gaza.
4. Identify the role of The Style of Leadership in the communication pattern at the Islamic University of Gaza.
5. Identifying the differences in the employees' attitudes towards The Style of Leadership and the pattern of communication at the Islamic University-Gaza according to the demographic and organizational variables (gender, age, qualification, years of service, job level, work place).
6. Providing suggestions and recommendations that help the management of Palestinian universities and all departments working in Field of education to develop The Style of Leadership and improve the existing communication style.

4. RESEARCH IMPORTANCE

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

1. That it may help the university administration and the Islamic University in particular and its human resource managers to identify the dimensions of the relationship that links the prevailing The Style of Leadership with the communication pattern at the university.
2. In addition to this vital field of research, it is one of the important areas that dealt with the style of leadership and style of communication, to use the appropriate modern methods at the university.

3. It tackled important topics of organizational behavior, The Style of Leadership and communication style, and its vital role in influencing many other variables within a staff-related organization.

5. RESEARCH HYPOTHESIS

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

H01: There is a statistically significant impact of the pattern of leadership in the pattern of communication prevalent in the Islamic University - Gaza.

H02: There are differences related to the statistical pattern of leadership and the pattern of communication prevailing in the Islamic University depending on the demographic and organizational variables (gender - age - scientific qualification, years of service - career level).

The following sub-assumptions are derived:

H02-1: There are statistically significant differences in the pattern of leadership and pattern of communication prevalent in the Islamic University according to the gender variable.

H02-2: There are statistically significant differences in the pattern of leadership and pattern of communication prevalent in the Islamic University depending on the age variable.

H02-3: There are differences related to the type of leadership and the pattern of communication prevailing in the Islamic University according to the variable of scientific qualification.

H02-4: There are statistically significant differences in the pattern of leadership and pattern of communication prevalent in the Islamic University according to the variable years of service.

H02-5: There are statistically significant differences in the pattern of leadership and pattern of communication prevalent in the Islamic University depending on the level of employment.

6. RESEARCH VARIABLES

- **Independent variables:** The Style of Leadership
- **Dependent variable:** Administrative Communication
- **Demographic and organizational variables** (gender, age, academic qualification, years of service, job level, place of work).

7. RESEARCH LIMITS AND SCOPE

1. **Human Limit:** This study is limited to the responses of administrative staff.
2. **Institutional limitation:** The study was conducted on the Islamic University - Gaza.
3. **Time Limits:** This study was implemented in 2018 and therefore represents the reality at this time.

8. RESEARCH TERMINOLOGY

The Style of Leadership: The leadership and its patterns have a great impact on the mobility of the group and the activity of the organization and in creating the human

interaction necessary to achieve the objectives of the individual and the organization. The human interactions are characterized by many types of interaction between the individual and other individuals. The essence of the process of leadership lies in the individual's own abilities through which he influences the behavior and feelings of a group of other individuals (Hamoud, 2002).

Administrative Communication: Communication plays an important role within organizations, can be likened to blood in human veins and carries food to all parts of the body. Communication for organizations plays an important role in maintaining the flow and flow of work within organizations. The efficiency of work is high whenever there are good communication systems, and the efficiency of managers is high in communications (Maher, 2005). Good communication is two-way communication because it gives employees opportunities for expression, learning and development (Al-Moghrabi, 1995). Communication is a social means through which individuals can understand each other, create dynamic (group) dynamics, and interact continuously between the individual and the community (Hamoud, 2002).

9. LITERATURE REVIEW

- Study of (Al Shobaki et al., 2018) aimed to identify the performance of the administrative staff in the Palestinian universities in Gaza Strip. The researchers used the analytical descriptive method through a questionnaire distributed randomly to the sample of 320 administrative staff from the three universities. The response rate was (81.87%). The study reached a number of results, the most important of which is that there is a high level of performance from the point of view of the administrative staff, as the percentage reached (81.51%). The results showed that there were no differences in the perception of the employees according to the variables "age, years of service, job level (manager, head of department, administrative, place of work). The results showed that there are differences in the perception of employees to perform the function depending on the university variable, where the results indicated that there are statistically significant differences between the Islamic University and Al-Aqsa University in the job performance in favor of the Islamic University. The study reached a number of recommendations, the most important of which is that the managements of the three Palestinian universities in Gaza Strip should give special attention to job performance in general and Al-Aqsa University and Al-Azhar University in particular. The Employees of universities should have the opportunity to participate in decision-making. The Management of the three universities should keep interest in continuous improvement of the performance of their employees. Enhancing the periodic evaluation of the job performance, informing employees about their evaluations, and giving them the chance to express their
- opinion about it. Solving employees' problems and giving them the opportunity to contribute in solving their own problems. And the use of the staf rotation method periodically.
- Study of (El Talla, 2017) aimed to investigate the relationship between the organizational variables and job performance at Gaza strip Universities, the organizational variables included: communication style, nature of work, the technology used. And it aimed to identify the extent of differences statistically significant in employees trends toward the reality of organizational variables attributed to some characteristics of the study population. The data has been collecting using a questionnaire consisting of (50) paragraphs. The questionnaire was distributed randomly to (320) employees of the administrative staff in Gaza strip universities; (262) employees responded, and the results showed the availability of a high degree of organizational variables in Gaza Universities, the order of variables were as follows: the technology used, the nature of work, and finally communication style, and it showed a high level of job performance, in addition the results showed a significant correlation between organizational variables and job performance, and there was existence of differences in the perception of the organizational variables depending on the university, for the benefit of the Islamic university, and differences between AlAzhar University and Alaqsa University for the benefit of Al-Azhar University, as results showed no differences between the sample depending on the variables: the functional level and the workplace . Keywords: organizational variables, communication style, work nature, used technology, job performance.
- Study of (El Talla, 2015) aimed to investigate the reality of the burnout among Gaza electricity distribution company workers, which included burnout dimensions: Emotional exhaustion, Depersonalization, and Personal accomplishment. And aimed to the organizational causes of burnout, and it aimed to identify the extent of differences statistically significant trends in working toward the reality of burnout attributed to some demographic and organizational characteristics of the study population. The data has been collecting using a Maslach Burnout Inventory (MBI) consisting of (22) items. And the questionnaire of organizational causes of burnout consisting of (31) items. The questionnaires were distributed randomly to (69) worker, the results showed that the availability of a medium degree of burnout in the company, and that there is high availability of Emotional exhaustion scope, Mean degree for Depersonalization scope and low degree of Personal accomplishment scope. Also the results showed the existence of organizational causes for burnout among workers with the exception of the area of social relations, which was moderately and was the order of the causes are as follows (the weakness of

physical stimulation, the limited powers of the work, work stress, conflict of values, poor social relationships). The results showed no differences between the samples due to the variables of gender, age, years of service in their perception of burnout. The researcher recommended the company to work on treatment the causes of burnout, and increase the attention to workers.

- Study of (El Talla, 2014) aimed to investigate the reality of the organizational climate for administrator's staff at Al-Azhar University - Gaza, which included some elements of the organizational climate such as: organizational structure, The Style of Leadership and the extent of participation of workers in decision-making. It aimed to identify the extent of differences statistically significant trends in working toward the reality of organizational climate attributed to some demographic and organizational characteristics of the study population. The data has been collecting using a questionnaire. The questionnaire was distributed at random-layer sample to (77) male and female employees of the administrative staff in the university; The results showed that the availability of a medium degree of organizational climate at the Al-Azhar University with percentage (66.64 %), and that there is availability of the Mean for all scopes of organizational climate, with the exception of The Style of Leadership which its degree was high. The orders of scopes were as the following: The Style of Leadership , the organizational structure , and finally the extent of participation of workers in decision-making The results showed no differences between the samples due to the variables of gender, age, years of service in their perception of organizational climate, while there are significant differences in the perception of the reality of organizational climate depending on the variable qualification in the areas of (organizational structure, the extent of participation in decision-making and in the total scope of organizational climate); and that differences were in favor of holding a diploma, the differences did not exist in the scope The Style of Leadership .
- Study of (Al-Louzi and Zahrani, 2012) aimed at identifying the factors affecting the performance of employees in the Emirate of Baha and determining the most influential in the performance of the job, as well as determining the impact of the difference of these factors according to the demographic factors of the workers (age, type of employment,). Using the comprehensive survey method. The study found a significant correlation between the independent variables combined (work environment, job communication, incentives, training, management leadership) and job performance, as well as the existence of a positive relation between a factor on one hand and job performance. The results also showed significant differences the results did not show

significant differences in the effect of organizational factors on job performance due to social status and age. The study recommended the need to provide a working environment with standard specifications, and to activate the organizational communication, and the diversification of programs of incentives material and moral, because of their impact on the performance of the job.

- A study of (Bahr and Abu Swirih, 2010) aimed of the study was to identify the extent of statistical differences in the attitudes of workers towards the effect of the elements of the organizational climate on the functional performance due to the demographic characteristics of the members of the study society. The study was conducted using a questionnaire consisting of (80) items, which were distributed randomly to (215) employees and administrative staff of the university, and it was possible to collect 180 valid questionnaires for analysis. The study found that there is a positive organizational climate in the Islamic University and a strong positive relationship between the availability of a good organizational environment and the level of job performance of the Islamic University employees. There is a very good level of job performance for the employees of the Islamic University and there are no statistically significant differences in opinions of individuals the sample on the degree of influence of the elements of the organizational climate on the performance of the administrative staff is due to gender, age, scientific qualification and place of work.
- 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 The Style of Leadership 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-Batoush, 2007) The aim of this course is to understand the impact of the organizational climate on the performance of employees in the Jordan Free Zones Corporation, the relation of the organizational climate, and the performance of the employees with some

personal characteristics and career characteristics. The study found a number of results, the most important of which were: The incentives were the first place in terms of the dimensions of the other organizational climate in the Jordan Free Zones Corporation, while the organizational structure was the lowest level, and the managers of the Free Zones Authority did not delegate the powers at the required level. Decisions made at the Jordan Free Zones Corporation are not always made by qualified persons who are related to the subject matter of the decision. The degree of consistency of the organizational structure with the nature of the work and functions of the Jordan Free Zones Corporation is unsatisfactory, (Organizational structure, communication, human resource development) and the performance of employees in the Free Zones Corporation. There is no statistically significant effect between the organizational climate (work systems and procedures, decision making, incentives) and the performance of employees in the Free Zones Corporation, and showed the existence of differences of statistical 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.

- Study of (Gratto 2001) which aims to explore the relationship between the organizational climate and the dimensions of job satisfaction of managers who manage the institutions operating in the maintenance and operation of equipment and machinery in the United States of America. The study also aimed to determine if there were significant differences in job satisfaction due to variables Sex, race, and classification of the organization in terms of size and type, and years of service in the institution). The study found that personal interests, internal communication, organizational structure and evaluation are the most important elements of the organizational climate, which are related to the level of job satisfaction of the sample members. The study found that managers should focus on enhancing the work environment and increasing employee satisfaction. And the need to provide opportunities for professional development as an important factor affecting job satisfaction as well as interest in internal communications in the development of institutional work. And the need to identify employees on organizational expectations and to see how well their performance matches those expectations.

10. RELATED WORK

First- The Style of Leadership:

Leadership is defined as "the process of influencing subordinates", which are autocratic or autocratic, characterized by centralism, authoritarianism, punishment, and one-way communication, limiting the exchange of views, ideas, participation, creativity, and democratic leadership or participatory decentralization, delegation of authority, two-way communication, and reward, which encourages interaction and presentation of creative ideas and creativity (Al-Emian, 2005).

The organizations seek to achieve the mission for which they have been created. They are pursuing different strategies, tactics and policies in order to achieve this, which requires the availability of a range of inputs such as machinery,

funds, materials, information and human resources (Harvey, 1983).

The essence of the process of leadership lies in the individual's self-abilities through which he influences the behavior and feelings of a group of other individuals. In his leadership role, the leader has the ability to influence others and direct their behavior towards achieving goals (Hamoud, 2002).

Although the creativity of leaders themselves helps create and create new products, services and methods for the organization, the most important is to make their subordinates imitate them in creativity, because the creation of new products, services and tools is more effective at the level of individuals and workers in production lines than in senior management (Jad Al-rab, 2013). In order to improve performance and organized innovation, leaders can follow the following steps (Jad Al-rab, 2008):

- Provide high levels of expertise.
- Focus on intrinsic motivation to perform tasks.
- Eliminate the restrictions on subordinates.
- Shorten and reduce the evaluation process of solutions provided.
- Provide a brainstorming atmosphere.
- Support the ability of the community to bear the risk of creative thinking.

An effective The Style of Leadership plays an essential role in achieving the objectives efficiently and effectively. The administrative leadership, which adopts a humanitarian philosophy based on participation in decisions and policies and procedures. Etc. will enhance trust in employees, stimulate loyalty and organizational affiliation, and create dimensions of psychological stability (Hamoud, 2002).

Second- Administrative Communication:

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

Communication is an effective way to create, innovate, and contribute to decision making. Communication is a social means through which individuals communicate and information, data, opinions and ideas are transferred to achieve targeted performance. The efficiency of communication depends on many factors related to the nature of work. And patterns of communication and informal relations will create an appropriate organizational climate to

Table 1: *The distribution of respondents according to the variables of job level, gender, age, academic qualification, years of service, place of work*

Career Level	Director	Head Of The Department	Administrative Employee		Total
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create interactions between individuals and activate their role and performance in all meaningful processes (Al-Tawla, 2018) and (Abu-Naser, 2016), (Al Shobaki, 2017).

The communication networks and patterns of interaction prevailing in the organization can enhance the spirit of cooperation and mutual trust between the employees, especially if the means of communication adopted are effective in providing data, information, opinions and concepts (Hamoud, 2002).

11. ANALYTICAL APPROACH

First- Methodology of the study:

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

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

Second- Study Population:

The study population consists of all administrative staff at the Islamic University - Gaza, and through the census of the study society it was found to consist of (428) administrative staff.

Third- The study sample:

- A. A sample of the sample was used by the researchers to verify the validity and stability of these tools. The sample size was 32 administrative staff.
- B. The random stratified sample method was used in the study. The study was conducted on a sample of 144 administrative staff from the Islamic University of Gaza. The response rate was 77.08%

	8	23	80		111
Gender	Male	Female			111
	81	30			
Age	20-30 years	31-40 years	41-50 years	Greater than 50 years	111
	48	29	22	12	
Qualification	Diploma	BA	Postgraduate		111
	34	54	23		
Years of service	Less than 5 years	5-7 years	8-10 years	More than 10 years	111
	29	30	6	46	

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 prepared a measure for that study commensurate with its objectives and hypotheses, which measures the pattern of leadership and its role in determining the pattern of administrative communication in universities. The process of designing and preparing the study scale has gone through several stages and steps:

1. See literature and previous studies related to the subject of the present study.
2. Collect and define scale paragraphs.

3. Formulation of the standard expressions according to the study sample.
4. Set the meter instructions.
5. How to correct the meter.
6. Conduct a study of stability and honesty of the scale.

Scale Units:

The final scale included 20 words distributed across the two variables.

How to correct the meter:

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

Table 2: Scale of the five-dimensional Likert scale

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

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

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

1. **Authentic honesty:** Researchers have verified the authenticity of the tool ostensibly by presenting to a group of holders of a doctorate degree in business administration, and the apparent honesty shows the general appearance of the test in terms of relevance to the examinees, and the affiliation of the phrase to Field, and clarity of wording and instructions.
2. **Authenticity of internal consistency:** The internal consistency coefficient is a correlation coefficient between each unit of scale and the whole scale, so this method is usually used to determine the veracity of the test on the one hand and the viability of its units on the other. The researchers calculated the validity of the internal consistency of the scale by finding the correlation coefficients between each field and the total score of the scale. The researchers conducted a survey sample of 32 Employees by finding correlation coefficients for each paragraph in Field to which they belong, as well as correlation coefficients between each field And the scale as a whole, as in the following tables:

Table 3: Honesty coefficients for each paragraph with the total score of The Style of Leadership field

No.	Item	Honesty Level	Level of Sig.
1.	The Style of Leadership of the university helps them to progress and progress	0.643	0.01
2.	Managers' decisions are clear	0.829	0.01
3.	Encourages thoughtful change managers	0.805	0.01
4.	Direct supervisor allows staff to participate in decision-making related	0.761	0.01

No.	Item	Honesty Level	Level of Sig.
	to their work		
5.	Direct supervisor work to motivate employees and encourage them to change, innovate and innovate	0.773	0.01
6.	Management provides me with the necessary support to do my work and the duties required of me	0.696	0.01
7.	There is trust and cooperation between the direct supervisor and subordinates	0.788	0.01
8.	The direct supervisor encourages his subordinates to express their views and suggestions	0.835	0.01
9.	My direct staff shows great interest in my wishes	0.807	0.01
10.	I am encouraged by my direct staff to solve my own business problems	0.744	0.01

Table 4: *Honesty coefficients for each paragraph with the total score of the administrative communication pattern*

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

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

Stability of the scale:

The concept of stability means the ability of the test to give the same grades or values to the same individual or individuals. If the measurement process is repeated and to

ensure the stability of the scale, the researchers used the following methods:

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

Table 5: *Coefficient of stability of scales*

No.	Field	No. of Items	Correlation coefficient before adjustment	Correlation coefficient after adjustment	Level of Sig.
1.	The Style of Leadership	10	0.763	0.866	Sig. at 0.01
2.	The Pattern of Administrative Communication	10	0.778	0.875	Sig. at 0.01

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

2. **Cronbach's Coefficient Alpha of persistence:** The researchers used Cronbach's Coefficient Alpha to calculate the stability coefficient for all the terms of the

scale. The researchers noted that the results of Pearson correlation coefficients were consistent with the results of Cronbach's Coefficient Alpha stability factor. In the following table:

Table 6: Determines the coefficients Cronbach's Coefficient Alpha stability for each dimension of the model of The Style of Leadership and its role in determining the pattern of administrative communication in universities

No.	Field	Cronbach's Coefficient Alpha stability
1.	The Style of Leadership	0.919
2.	The Pattern of Administrative Communication	0.910

The above table shows that all Cronbach's Coefficients Alpha are above (0.910). This indicates that the questionnaire has a high degree of stability.

Fifth- Statistical Methods:

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

1. Means, frequencies, standard deviations and percentages.
2. Spearman Brown's correlation coefficient for the equal half - division, and Cronbach's Coefficient Alpha factor to determine the stability of the resolution.
3. Pearson correlation coefficient to measure the relationship between variables.

4. T test to find the differences between the Means.
5. Analysis of mono-variance to see differences between more than two groups.
6. scheffe post-test to measure the direction of differences.

Answer the study questions:

Answer the study question which states:

Q1-: What is the satisfaction with the pattern of leadership prevailing in the Islamic University - Gaza?

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

Table 7: 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, the Means of (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 table:

Table 8: Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in Field of Leadership Pattern

No.	Item	Total Scores	Mean (5)	Standard Deviation	Percentage	Rank
1.	The Style of Leadership of the university helps them to progress and progress	438	4.02	0.733	80.40%	1
2.	Managers' decisions are clear	401	3.68	0.881	73.60%	5
3.	Encourages thoughtful change managers	386	3.61	0.998	72.20%	7
4.	Direct staff allows staff to participate in decision-making related to their work	404	3.71	0.761	74.20%	4
5.	Direct staff work to motivate employees and encourage them to change, innovate and innovate	393	3.61	0.861	72.20%	8
6.	Management provides me with the necessary support to do my work and the duties required of me	410	3.76	0.781	75.20%	3
7.	There is trust and cooperation between the direct and subordinates	396	3.63	0.790	72.60%	6
8.	The direct supervisor encourages his subordinates to express their views and suggestions	394	3.61	0.912	72.20%	9
9.	My direct staff shows great interest in my wishes	361	3.31	0.940	66.20%	10

No.	Item	Total Scores	Mean (5)	Standard Deviation	Percentage	Rank
10.	I am encouraged by my direct staff to solve my own business problems	417	3.83	0.837	76.60%	2
All items of the dimension		400.69	3.6760	.597670	73.52%	

The above table shows the results obtained in Field of The Style of Leadership by presenting the arithmetic Means of Field paragraphs. The Means were between (3.31 and 4.02). From the above table, we can see that all paragraphs range from medium to high, with nine paragraphs in this area having a high percentage between (68%) and (83.90%), one paragraph was also awarded a middle grade (52.00%) and (67.90%), the paragraph (The Style of Leadership of the university helps to progress and progress) has reached the highest percentage (80.40%) followed by the paragraph (I encourage direct officials to solve business problems myself) in second place by percentage (76.60%), then the paragraph (Management provides me with the necessary support to do the work and duties required of me) ranked third and by percentage(75.20%), a paragraph (direct officials showed great interest in my wishes) ranked last in percentage (66.20%), the total score for Field was a percentage(72.52%) which is a high degree.

This result indicates that UNU staff are satisfied with their The Style of Leadership and the degree of cooperation and trust between leaders and subordinates.

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

Q2: What is the satisfaction with the pattern of communication prevalent in the Islamic University - Gaza?

Table 9: Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in Field of Administrative Contact

No.	Item	Total Scores	Mean (5)	Standard Deviation	Percentage	Rank
1.	The University's communication system contributes to the achievement of the University's objectives	434	3.91	0.682	78.20%	2
2.	Make contact between superiors and subordinates very quickly	420	3.78	0.878	75.60%	8
3.	The university communication system contributes to the provision of information for decision making	433	3.90	0.713	78.00%	3
4.	The University uses all channels of communication and in all directions (ascending - down - horizontal)	425	3.83	0.785	76.60%	6
5.	The Management is making an effort to overcome communication constraints.	423	3.81	0.804	76.20%	7
6.	The University uses modern and advanced means of communication.	428	3.86	0.773	77.20%	4
7.	The information transmitted through the communication is extremely accurate and clear	415	3.74	0.710	74.80%	9
8.	Superior administrative levels can be contacted without hindrance	400	3.60	0.984	72.00%	10
9.	The connection between the department / deanship and between the departments and other deanships is done with ease	442	3.98	0.763	79.60%	1
10.	Administrative communication at the university is flexible	427	3.85	0.833	77.00%	5
All items of the dimension		424.70	3.8261	.585690	76.52%	

The above table shows the results obtained in Field of administrative communication by presenting the arithmetic

Means of Field paragraphs. The Means were between (3.60 and 3.98).

The above table shows that all the paragraphs have a high percentage (68%) and (83.90%). The paragraph (the connection between the department / the Deanship and between the departments and the other commas is easily reached) is the highest percentage (79.60%). The university's communication system contributes to the achievement of the University's goals, followed by the percentage (78.20%), followed by the paragraph (the university communication system provides the necessary information) in the third place and in percentage (78.00%). (72.00%), and the total score for Field was (72.00%) The total score for Field was a percentage (76.52%), which is a high degree.

This result indicates that the communication system in the universities is good, as there is ease of communication between the various departments at the university, and the pattern of administrative communication contributes to achieving the university's goals and provides the necessary information.

This result is consistent with the study of Bahr and Abu Swirih (2010), which concluded that the university communication system is good as it contributes to the

achievement of the University's goals, and that the university uses modern and advanced means of communication to facilitate communication between university units and departments (Al-Shanti, 2006), Gratto (2001), Al-Louzi and Zahrani (2012), and Al-Batoush (2007). These studies show that the type of administrative communication used in these institutions is appropriate This result is the result of rapid access to information and completion of the work and to the means of communication used in the institutions to which the Durr applied (Al-Sakran, 2004), which showed that the communication axis in his study received the highest positive trends among all the subjects of the study.

11.HYPOTHESIS TESTING

H01: There is a statistically significant impact of the pattern of leadership in the pattern of communication prevalent in the Islamic University - Gaza.

To determine the validity of this hypothesis, the researchers used the linear regression test as follows:

Table 10: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626a	.392	.386	.46034
a. Predictors: (Constant), The Style of Leadership				

Table 11: Analysis of variance by ANOVA test

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.602	1	14.602	68.906	.000b
	Residual	22.675	107	.212		
	Total	37.277	108			
a. Dependent Variable: the Pattern of Administrative Communication						
b. Predictors: (Constant), The Style of Leadership						

Table 12: Transaction table

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.556	.276		5.637	.000
	The Style of Leadership	.615	.074	.626	8.301	.000
a. Dependent Variable: the Pattern of Administrative Communication						

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

- Correlation coefficient = 0.626, and the adjusted limiting factor = 0.392, which means that 39.2% of the change in communication pattern was explained by the linear relationship with the driving pattern and the remaining percentage may be due to other factors

- The calculated value of the test F is 68.906, and the probability value is 0.000 which means rejecting the null hypothesis and accepting the existence of the role of the pattern of the extension in determining the pattern of communication at the Islamic University.

H02: There are differences related to the statistical pattern of leadership and the pattern of communication prevailing in the Islamic University depending on the demographic and

organizational variables (gender - age - scientific qualification, years of service - career level).

The following sub-assumptions are derived:

H02-1: There are statistically significant differences in the pattern of leadership and pattern of communication prevalent in the Islamic University according to the gender variable.

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

Field	Gender	The Number	Mean	Standard Deviation	"T" Value	Sig.
The Style of Leadership	Male	79	3.6834	0.65856	0.208	0.836
	Female	30	3.6567	0.40402		
The Pattern of Administrative Communication	Male	81	3.8852	0.61096	1.958	0.055
	Female	30	3.6667	.485180		

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

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

H02-2: There are statistically significant differences in the pattern of leadership and pattern of communication prevalent in the Islamic University depending on the age variable.

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

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

		Sum of Squares	df	Mean Square	F	Sig.
The Style of Leadership	Between Groups	3.580	3	1.193	3.581	.016
	Within Groups	34.998	105	.333		
	Total	38.578	108			
the Pattern of Administrative Communication	Between Groups	2.518	3	.839	2.550	.060
	Within Groups	35.216	107	.329		
	Total	37.734	110			

It is clear from the previous table that there are statistically significant differences in the leadership pattern, while there are no statistically significant differences in Field of administrative communication. Due to the age variable of the respondents. This result can be explained by the fact that

workers of all ages have the same pattern of leadership, in all its dimensions, and are affected by all of them.

To determine the direction of differences in driving style, the Scheffe test was used as follows:

Table 15: Scheffe Test results to identify the direction and Sig. of differences in driving style due to the variable age

Age	20-30 years	31-40 years	41-50 years	Greater than 50 years
20-30 years	-			
31-40 years	-0.29425	-		
41-50 years	-0.30222	-0.00797	-	
Greater than 50 years	*-0.51667	-0.22241	-0.21444	-

* Significant at (0.05)

The above table shows statistically significant differences at (0.05) due to the age variable in the "leadership pattern" between the age group (greater than 50 years) and the age group (20-30 years) for the age group (20-30 years).The researchers explain this result by that the younger age group is more satisfied with the leadership pattern and is more likely to be satisfied with the pattern of leadership, while the older age group needs a more significant The Style of

Leadership. The table also shows no statistically significant differences between other age groups.

H02-3: There are differences related to the type of leadership and the pattern of communication prevailing in the Islamic University according to the variable of scientific qualification.

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

Table 16: Source of variance, sum of squares, degrees of freedom, mean squares, P value and Sig. level due to the variable of practical qualification

		Sum of Squares	df	Mean Square	F	Sig.
The Style of Leadership	Between Groups	1.759	2	.880	2.532	.084
	Within Groups	36.819	106	.347		

	Total	38.578	108			
The Pattern Of Administrative Communication	Between Groups	1.156	2	.578	1.707	.186
	Within Groups	36.578	108	.339		
	Total	37.734	110			

It is clear from the previous table that there are no statistically significant differences in the types of The Style of Leadership and the type of administrative communication according to their scientific qualifications, since the value of "F" calculated less than the value of "F" table, and this result can be explained that workers of various qualifications are looking forward to the existence Good The Style of Leadership, and an effective communication pattern.

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

		Sum of Squares	df	Mean Square	F	Sig.
The Style of Leadership	Between Groups	2.098	3	.699	2.013	.117
	Within Groups	36.480	105	.347		
	Total	38.578	108			
the Pattern of Administrative Communication	Between Groups	.343	3	.114	.327	.806
	Within Groups	37.391	107	.349		
	Total	37.734	110			

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

H02-5: There are statistically significant differences in the pattern of leadership and pattern of communication prevalent

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

		Sum of Squares	df	Mean Square	F	Sig.
The Style of Leadership	Between Groups	.496	2	.248	.690	.504
	Within Groups	38.082	106	.359		
	Total	38.578	108			
The Pattern of Administrative Communication	Between Groups	.715	2	.358	1.043	.356
	Within Groups	37.019	108	.343		
	Total	37.734	110			

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.

12. RESULTS

1. The results showed that there is a high degree of satisfaction with The Style of Leadership at the Islamic University - Gaza from the point of view of the administrative staff, where the percentage (73.52%).
2. The results showed that there is a high degree of satisfaction with the type of communication prevailing in the Islamic University - Gaza from the point of view of administrative staff, where the percentage (76.52%).

H02-4: There are statistically significant differences in the pattern of leadership and pattern of communication prevalent in the Islamic University according to the variable years of service.

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

in the Islamic University depending on the level of employment.

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

3. The results showed that there is a direct correlation between The Style of Leadership and the communication pattern.
4. The results showed a role for The Style of Leadership in determining the type of administrative communication at the Islamic University - Gaza
5. The results showed that there were no differences between the sample according to the gender variable in their perception of The Style of Leadership and the type of communication
6. The results showed that there are no differences in the perception of the workers in the communication pattern, while there are differences in The Style of Leadership according to the age variable in favor of the lower age groups.
7. The results showed that there are no statistically significant differences in the perception of The Style of

Leadership according to the variable of scientific qualification.

8. The results indicated that there were no differences in the employees' perception of The Style of Leadership and the type of communication according to the variable years of service
9. The results indicate that there are no differences in the employees' perception of The Style of Leadership and the pattern of communication according to the level of career variable (manager, head of department, administrative officer).

13. RECOMMENDATIONS

- The interest of the departments of the Palestinian universities and the Islamic University should be increased in particular to provide and maintain a good The Style of Leadership.
- Improving the existing communication pattern at the university and providing universities with the opportunity to participate in decision-making.
- Solve employee problems and give them the opportunity to contribute to solving their own problems.
- Use the staff rotation method periodically.
- Strengthening the democratic The Style of Leadership and empowering university staff.

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