

The Dominant Pattern of Leadership and Its Relation to the Extent of Participation of Administrative Staff in Decision-Making in Palestinian Universities

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Abstract: The purpose of the study was to determine the dominant pattern of leadership and its relation to the extent of participation of administrative staff in Decision-Making in Palestinian universities, a comparative study between Al-Azhar University and Al-Aqsa University. The researchers used the method of stratified sample in the study. The study was conducted on a sample of (176) Response rate (85.79%).

The study found that there is a moderate degree of satisfaction with the prevailing pattern of leadership in the Palestinian universities, from the point of view of the administrative staff. The percentage reached (65.71%). There is an average level of participation of the Administrative staff in decision-making from the point of view of the administrative staff, where the percentage (61.38%). There is a direct correlation between The dominant pattern of leadership and the extent of participation of decision makers, the absence of differences between the samples according to the gender variable in their perception of The dominant pattern of leadership and the extent of participation of decision-makers, the absence of differences in the perception of the Administrative staff in The dominant pattern of leadership and the extent of participation of Administrative staff decision-making depending on the age variable. There are statistical significance differences of in the perception of The dominant pattern of leadership and the extent of participation of decision-making staff according to the variable of scientific qualification, the absence of differences in the perception of the Administrative staff in The dominant pattern of leadership and the extent of participation of decision-making staff depending on the variable years of service, the absence of differences in the perception of The dominant pattern of leadership and the extent of participation of decision-making staff according to the level of career (Director, Head of Department, and Administrative Officer), the absence of differences in the perception of administrative staff to participate in decision-making according to the variable place of work, while differences were found in the field of Style of Leadership where there were differences in favor of Administrative staff in the rest of the university's departments compared to the Administrative staff in the technical departments, the existence of differences in the perception of staff Style of Leadership and the extent of participation of decision-making Administrative staff depending on the university in which they work for the benefit of Al-Azhar University.

The study reached a number of recommendations, the most important of which is that the managements of the Palestinian universities in Gaza Strip and the Al-Aqsa and Al-Azhar Universities should be given greater attention to providing a good Style of Leadership that encourages the two countries to improve performance, to give universities the opportunity to participate in decision-making and give them confidence, the continued administration of universities interest and continuous improvement of the performance of its administrative staff, enhance the periodic evaluation of job performance and to inform administrative staff and express their opinion, solving Administrative staff ' problems and giving them the opportunity to contribute to solving their own problems, strengthening the democratic Style of Leadership and empowering university staff.

Keywords: The dominant pattern of leadership, participation of administrative staff, Decision-Making, Palestinian Universities, Palestine.

1. INTRODUCTION

Leadership is one of the most important issues in the life of institutions where these groups are found, they look forward to the leader. Therefore, the leadership receives the attention of all the societies that are working to develop the competencies of the Administrative staff who need the human resources with intellectual competence as well as adopting strategies and methods to develop and support these competencies, and capacity.

Where the leadership, both in the private sector or the public sector of the main functions of the processes of guidance and development and modernization in the performance of enterprises and an important component to activate the ability of organizations to perform its role and achieve its 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-Nasr, 2009).

The role of leadership in performance management, evaluation and development is a fertile area for study and

analysis. In the past historical periods, this role has had a significant impact on the development of operations and management practices on the ground. This is reflected in the administrative statements in the different locations of the wonderful contributions that have had an impact on the establishment of new foundations and concepts of management in its various aspects, as emphasized by the close role between the management and leadership and the multifaceted role of leadership in the field of work but planned and organized and developed. And you may notice that leadership in private organizations and companies are able to create and introduce real and effective development in the performance of the Administrative staff to the nature of the sector to which it belongs and its flexibility, competition and racing requires constant vigilance and continuous activity and intelligence and high skills in the design of positions and manage what needs It has every position, and therefore it is given to this task a sufficient amount of care and attention, and the management and development of the process is based on the basis of self-motivation and integrity and the ability of rehabilitation integrated with the leaders in charge of the Organization as the most recognized strengths and weaknesses in performance and thus the path The objectives, questions and hypotheses of the research have been set in the scientific framework through which the role of the leaders in the management, monitoring, evaluation and development of human resources can be identified and analyzed, as well as to identify the obstacles and obstacles to the performance of the staff and the therapeutic methods used to alleviate the situation Deficit, weakness or lack of performance variables or volatility, as well as knowledge of the leadership skills of the managers of the horses and the characteristics that distinguish them and the impact of training and education in the development of these leadership skills (Abu-Nasr, 2009). Leadership in the organizations plays a big role in developing the strategy of these organizations in addition to the development of long and short term strategic plans. Therefore, these leaders must possess high skills in order to succeed in their performance. Leadership is measured by its results, which is either poor leadership, waste of resources, Competencies and reduce objectives so as not to remain of the objectives only to achieve the personal interests of the failed leader, or to be representative of the image of the successful leader invest resources and develop competencies and achieve the highest level of efficiency in the performance of individuals to work as a team to ensure continuity and For the survival of the institution, and in light of the intense competition in an environment where the only constant is change (Al Shobaki et al., 2018), (El Talla et al., 2017) and (Abu-Naser et al., 2017).

The universities are a cornerstone of our educational system because of its tasks in preparing the technical and academic cadres qualified to work in the fields of educational, social, economic and political activities, which are responsible for the implementation of plans and programs of community

development in different areas of life. These fields are many and varied and difficult to know One study, therefore, limited the researchers in their study on The dominant pattern of leaderships in the university, as well as its relationship with the extent of participation of administrative staff in decision-making because of their important role in preparing the emerging generations of life and prepare them to carry out their roles in society (Al Shobaki et al., 2017), (El Talla et al., 2018) and (Abu-Naser et al., 2018).

The interest in studying the issue of Style of Leadership and its relationship with the participation of administrative staff in decision-making in Palestinian universities has increased in order to increase the sense of importance and place of Administrative staff in determining the future of their universities.

The development of management thought has contributed to the development of leadership theories that tried to determine the objectives of leadership and the characteristics of the successful administrative leader and the work that must be performed. Thinkers and writers in the theories of leadership with the beginning of the emergence of administrative thought has passed the theories of the leadership of many developments depending on the general developments in administrative thought and therefore multiple theories and models reached by scientists on the theories of leadership.

2. PROBLEM STATEMENT

Leadership is an important focus of various activities in both public and private organizations. In the light of the growing organizations and their size, complexity and complexity, there is an urgent need for change and appropriate development in a way that ensures continuity and excellence. This is a task that can only be achieved under a conscious management leadership that possesses the leadership skills that enable it to move efforts and channel energies to achieve the best level of achievement (Al Shobaki et al., 2018), (El Talla et al., 2018) and (Abu-Naser et al., 2018).

Leadership as an influence on others guides their abilities and interests in a direction that ensures that the goals are met. The success of the leader depends primarily on his characteristics and personality traits that determine the dominant pattern of leadership he exercises to influence his subordinates to improve their performance. It is now clear that societies and states provide a natural result of the efforts of this responsible and responsible management leadership to improve and improve the performance of their members.

The research problem can be summed up in an attempt to identify the dominant pattern of leadership and its relation to the participation of administrative staff in Decision-Making in Palestinian universities. A comparative study between Al-Azhar University and Al-Aqsa University in answering the following questions:

Q1- what is the level of satisfaction with the prevailing pattern of leadership in Palestinian universities?

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

Q3-: Is there a relationship between the prevailing Style of Leadership and the extent to which decision-making staff participate in Palestinian universities?

3. RESEARCH OBJECTIVES

This study aims to achieve the following objectives:

1. To shed light on the level of satisfaction with the prevailing pattern of leadership in Palestinian universities.
2. Identify the level of participation of decision-makers in Palestinian universities.
3. Analysis of the relationship between the dominant pattern of leadership and the extent of participation of decision-making staff in Palestinian universities.
4. Identify the differences in the dominant pattern of leadership and the extent of participation of decision-making staff due to demographic characteristics (gender, age, qualification).
5. Identify differences in the dominant pattern of leadership and extent of participation of decision-making staff due to functional characteristics (years of service - job level - workplace).
6. Identify differences in The dominant pattern of leadership and extent of participation of decision-making staff between Al-Azhar and Al-Aqsa universities,
7. Provide suggestions and recommendations that help the management of Palestinian universities and all departments working in the field of education to improve and improve the performance of administrative staff.

4. RESEARCH IMPORTANCE

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

1. May help decision-makers and human resources managers in Palestinian universities identify the dimensions of the relationship between the dominant pattern of leadership and the extent of participation of decision-makers in order to create the appropriate organizational climate and correct what needs to be corrected or enhanced.
2. In addition to this vital area of research, one of the important areas that dealt with the concept of The dominant pattern of leadership and the participation of decision-makers, and the need for development at the present time as a result of the tremendous developments in various fields, and the need of human resources organizations that help solve the problems in order to achieve its objectives.
3. 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 dominant pattern of leadership and the extent of participation of decision-making personnel in the administrative staff.

Ho 2: There are statistically significant differences in the dominant pattern of leadership and the extent of participation of decision-making Administrative staff due to the demographic variables (gender, age, qualification).

The following sub-assumptions are subdivided:

Ho 2-1: There are statistically significant differences in the dominant pattern of leadership and the extent of participation of decision makers due to the gender variable.

Ho 2-2: There are statistically significant differences in the dominant pattern of leadership and the extent of participation of decision makers due to the variable age.

Ho 2-3: There are statistically significant differences in the dominant pattern of leadership and the extent of participation of decision-making staff due to the variable of scientific qualification.

Ho 3: There are statistically significant differences in the dominant pattern of leadership and the extent of participation of decision-making staff due to the organizational variables (years of service, level of work, and place of work).

The following sub-assumptions are subdivided:

Ho 3-1: There are statistically significant differences in the dominant pattern of leadership and the extent of participation of decision makers due to variable years of service.

Ho 3-2: There are statistically significant differences in the dominant pattern of leadership and the extent of participation of decision-making personnel due to the variable level of employment.

Ho 3-3: There are statistically significant differences in the dominant pattern of leadership and the extent of participation of decision makers due to the variable of the workplace.

Ho 4: There are differences of statistical significance in the dominant pattern of leadership and the extent of participation of decision-making staff between the universities of Al-Azhar and Al-Aqsa.

6. RESEARCH VARIABLES

- **Independent variable:** The dominant pattern of leadership
- **The dependent variable:** the extent of participation of decision makers
- **Demographic and organizational variables** (gender, age, academic qualification, years of service, job level, workplace, university).

7. RESEARCH LIMITS AND SCOPE

- **Academic Limitations:** The dominant pattern of leadership and Its Relation to the Extent of Participation of Administrative Staff in Decision-Making in Palestinian Universities - a Comparative Study between Al - Azhar University and Al - Aqsa University
- **Human Limit:** This study is limited to the responses of administrative staff.
- **Institutional Limit:** The study was conducted at Al-Azhar University and Al-Aqsa University.
- **Time Limits:** This study was implemented at the beginning of 2018 and therefore represents the reality at this time.

8. RESEARCH TERMINOLOGY

- **The dominant pattern of leadership:** (Carter's Good Dictionary) defines leadership as "the behavior that an individual plays within a particular group (Obaidat, 2004). The dominant pattern of leadership "is a set of distinguishing characteristics, fundamental factors that make a manager influence his subordinates, resist their influence, and behave in his individual way (Al-Azhari, 1993). Where leadership and supervision patterns are key factors in determining the nature of the organizational climate. Leadership and its patterns have a significant impact on the mobility of the community and the activity of the organization, in creating the human interaction necessary to achieve the goals of the individual and the organization. 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).
- **The extent of participation of decision makers:** Participation in Decision-Making gives administrative staff opportunities to express opinions, ideas and suggestions, which can lead to improved working methods, reduce conflict and raise the morale of individuals and groups, as the decision is the essence of the administrative process and its basic means of achieving the goals of the organization (Hamoud, 2002). Participatory participation in decision-making is the opposite of the individual approach. Participatory approach is characterized by improving the organizational climate, which leads to the sense of importance of individuals; it also makes them more understanding of the circumstances of the decision, and increase their knowledge of the factors affecting decision-making. Implementing the objectives of the resolution (Al-Kutbi, 2005).

9. LITERATURE REVIEW

- Study of (Ahmed et al., 2018) aimed to examine the Information Technology used and its effect on the nature of the work of the administrators at Al-Azhar University in Gaza. The researchers used the analytical descriptive

method through a questionnaire randomly distributed among the employees of Al-Azhar University in Gaza. The study was conducted on a sample of 77 employees the response rate was 92.20%. The study reached a number of results, the most important of which is that there is a high degree of Information Technology Used at Al-Azhar University- Gaza from the point of view of the administrative staff, where the percentage (74.14%). And that there is a high level of the prevailing the Nature of Administrators Work from the point of view of administrative staff, where the percentage (72.14%), there is a direct correlation between the Information Technology Used and the Nature of Administrators Work, there is a statistically significant effect of the Information Technology Used on the Nature of Administrators Work at the university, the absence of differences between the sample according to the variable (gender and variable age) in their perception of the Information Technology Used and the Nature of Administrators Work, there are differences of statistical Sig. in the perception depending on the variable of scientific qualification in Field of the Nature of Administrators Work, while there were no differences in Field: technology used, the differences in the Nature of Administrators Work according to the scientific qualification were in favor of those who obtained the diploma degree compared to postgraduate studies, the absence of differences in the perception of employees of the Information Technology Used and the Nature of Administrators Work according to the variable years of service, and the variable level of employment (manager, head of department, administrative officer), and the change of the workplace. The study reached a number of recommendations, the most important of which is the necessity of giving universities the opportunity to participate in decision-making, the continued administration of universities interest and continuous improvement of the performance of its employees, the need to strengthen the periodic evaluation of job performance and to inform the employees and to express their opinion, the importance of solving the problems of Employees 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 strengthening the democratic leadership style and empowering university staff.

- Study of (FarajAllah et al., 2018) aimed to know the relationship between the nature of the work and the type of communication among the Employees in the Palestinian universities. A comparative study between Al-Azhar University and Al-Aqsa University. The researchers used the analytical descriptive method through a questionnaire that is randomly distributed among the employees of Al-Azhar and Al-Aqsa universities in Gaza Strip. The study was conducted on a

sample of (176) Administrative Staffs from the surveyed universities. The response rate was (85.79%). The study reached a number of results, the most important of which is that there is a high degree of satisfaction with the nature of work prevailing in the Palestinian universities in Gaza Strip from the point of view of the administrative staff, where the percentage was (68.15%). There is a Mean level of communication from the point of view of administrative staff, with a percentage of (67.50%). There is a direct correlation between the nature of the work and the prevailing pattern of communication. There is an absence of differences between the sample according to the gender variable in their perception of the nature of work and the prevailing pattern of communication. There is an absence of differences in the perception of Employees nature of work and the pattern of communication prevailing depending on the variables (age, years of service, job level, and university). There are statistically significant differences between Al-Azhar University and Al-Aqsa University in favor of Al-Azhar University. The study reached a number of recommendations, the most important of which is that the interest of the management of the Palestinian universities in Gaza Strip in general, and Al-Aqsa and Al-Azhar Universities in particular should be provided with a good nature of work and communication. There is a need for continuing the management of universities to pay attention and continuous improvement of the performance of employees. There is an importance of solving the problems of Employees and giving them the opportunity to contribute to solving their own problems. Staff rotation should be used periodically and the need to strengthen the democratic leadership style and empower university Employees.

➤ Study of (Madi et al., 2018) aimed 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 a 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.

➤ Study of (Almasri et al., 2018) aimed to study The Organizational Structure and its role in applying the Information Technology Used the Palestinian universities as a comparative study between Al-Azhar and Islamic universities. The researchers used the analytical descriptive method through a questionnaire that randomly distributed among Palestinian university workers in Gaza Strip. A sample of (182) administrative staff from the two universities, the response rate was (81.35%). The study reached a number of results, the most important of which is that there is a high level of

the Information Technology Used from the perspective of administrative staff, there is a direct correlation between The Organizational Structure and the Information Technology Used, the role and impact of The Organizational Structure in the nature of the Information Technology Used, the absence of differences between the sample according to the variable (gender and age), there are statistically significant differences in the perception of The Organizational Structure and the Information Technology Used according to the variable of scientific qualification in The Organizational Structure, while there were no differences in Field of the Information Technology Used, the differences in The Organizational Structure according to the scientific qualification were in favor of those who obtained the diploma degree compared to other practical qualifications, the absence of differences in the perception of employees The Organizational Structure and the Information Technology Used depending on the variable years of service, the differences in The Organizational Structure and technology perception depending on the job level variable (Director, Head of Section, and Administrative Officer) for the benefit of the Administrative Officer, the absence of differences in the perception of employees The Organizational Structure and the Information Technology Used depending on the workplace variable, the differences in the perception of employees The Organizational Structure and the Information Technology Used by the University working for the Islamic University. The study reached a number of recommendations, the most important of which is that the managements of the Palestinian universities in Gaza Strip should be given more attention to the existing The Organizational Structure and modified to suit the need of work, the need for universities to continue to pay attention to the continuous improvement of the Information Technology Used and strengthening the democratic leadership style and empowering university staff.

- Study of (Abu Sultan et al., 2018) 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.

- 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 administrative staff 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 administrative staff 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 Administrative staff

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 administrative staff. Enhancing the periodic evaluation of the job performance, informing administrative staff about their evaluations, and giving them the chance to express their opinion about it. Solving administrative staff ' 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 administrative staff 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) administrative staff of the administrative staff in Gaza strip universities; (262) administrative staff responded, and the results showed the availability of a high degree of organizational variables in Gaza Universities, the order of variables were as follows: the technology used, the nature of work, and finally communication style, and it showed a high level of job performance, in addition the results showed a significant correlation between organizational variables and job performance, and there was existence of differences in the perception of the organizational variables depending on the university, for the benefit of the Islamic university, and differences between Al-Azhar University and Al-Aqsa University for the benefit of Al-Azhar University, as results showed no differences between the sample depending on the variables: the functional level and the workplace . Keywords: organizational variables, communication style, work nature, used technology, job performance.
- Study of (El Talla, 2015) aimed to investigate the reality of the burnout among Gaza electricity distribution company Administrative staff, which included burnout dimensions: Emotional exhaustion, Depersonalization, and Personal accomplishment. And aimed to the organizational causes of burnout, and it aimed to identify the extent of differences statistically significant trends in working toward the reality of burnout attributed to some demographic and organizational characteristics of the study population. The data has been collecting using a Maslach Burnout Inventory (MBI) consisting of (22) items. And the questionnaire of organizational causes of burnout consisting of (31) items. The questionnaires were distributed randomly to (69) worker, the results showed that the availability of a

medium degree of burnout in the company, and that there is high availability of Emotional exhaustion scope, average degree for Depersonalization scope and low degree of Personal accomplishment scope. Also the results showed the existence of organizational causes for burnout among Administrative staff 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, and 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 (Ammar, 2015), which aimed to study the impact of the administrative leadership on the performance of the administrative staff of the economic institution. The study concluded that the most important results were a positive relationship of statistical significance between the prevailing supervision pattern (the democratic pattern) and the high level of job performance, the existence of a positive relationship of statistical significance between the construction of teams and the level of performance of the job, the existence of a positive relationship with statistical significance between motivation and high level of functional performance. There are statistically significant differences in the attitudes of the respondents on the administrative leadership on the performance of the job according to the demographic variables. The study concluded with recommendations, the most important of which suggests that managers and administrators should maintain the democratic style of leadership, proposes to reduce the rigor in the application of instructions and orders strictly, and a soft approach to dealing, and believes that the administrative leadership to achieve integration of the system of incentives, both material and moral.
- 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 dominant pattern of leadership and the extent of participation of Administrative staff 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 administrative staff of the administrative staff in the university; The results showed that the availability of a medium degree of

organizational climate at the Al-Azhar University with percentage (66.64 %), and that there is availability of the average for all scopes of organizational climate, with the exception of The dominant pattern of leadership which its degree was high. The orders of scopes were as the following: The dominant pattern of leadership , the organizational structure , and finally the extent of participation of Administrative staff 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 dominant pattern of leadership.

- Study of (Al-Louzi and Zahrani, 2012) aimed at identifying the factors affecting the performance of administrative staff 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 Administrative staff (age, type of employment,). Using the comprehensive survey method. The study found a significant correlation between the independent variables combined (work environment, job communication, incentives, training, management leadership) and job performance, as well as the existence of a positive relation between a factor on one hand and job performance. The results also showed significant differences the results did not show significant differences in the effect of organizational factors on job performance due to social status and age. The study recommended the need to provide a working environment with standard specifications, and to activate the organizational communication, and the diversification of programs of incentives material and moral, because of their impact on the performance of the job.
- A study (Jassim and Hammoud, 2011) aimed at discovering the relationship between the elements of the organizational climate and the management of the university performance through the development of a number of main hypotheses, which states that there is a relationship of significant effect for all elements of the organizational climate in the management of university performance. A sample of (50) faculty members at the University of Muthanna. The study found that there is a relationship between the organizational climate and the management of the university performance, where it was found that there is a relationship of the effect of the elements of the organizational climate in the management of the university performance except the

variable participation in decision-making. While the change in the dominant pattern 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.

- A study of (Bahr and Abu Swirih, 2010) aimed of the study was to identify the extent of statistical differences in the attitudes of Administrative staff 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) administrative staff 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 administrative staff of the Islamic University and there are no statistically significant differences in opinions of individuals the sample on the degree of influence of the elements of the organizational climate on the performance of the administrative staff is due to gender, age, scientific qualification and place of work.
- Study of (Hassan Nasser, 2010), which aimed to identify the dominant pattern of leadership of leadership in Palestinian NGOs, identify their job performance, and identify the nature of the relationship between The dominant pattern of leadership and job performance in Palestinian NGOs. The impact of organizational variables on the employees' estimates of the dominant pattern of leadership and its impact on job performance. The study was conducted on 138 NGOs (340 managers, heads of departments and others). The study concluded that the democratic The dominant pattern of leadership is the most widely used in Palestinian NGOs, followed by the autocratic The dominant pattern of leadership and the latest free style. The results showed that the overall level of job performance was good. The study showed a statistically significant correlation between the democratic dominant pattern of leadership used in Palestinian NGOs and the level of job performance, and the existence of a statistically significant inverse relationship between the democratic leadership pattern employed by Palestinian NGOs and the level of job performance in these organizations. The study concluded with the recommendations of the most important of which is to strengthen the leadership practice of the democratic leadership by working to raise the morale of the administrative staff and to inform them

of their importance and the need for the leaders to form teams and give each team the necessary powers, which will lead to increased efficiency and reduce the centrality of decision-making and bureaucracy. And the need to respond to the ability to use the exercise of autocratic style (authoritarian). Photos are as much of the places used as free dominant pattern of leadership. And the need for the managers of the NGO explains and clarifies the vision of the organization and its values and goals for subordinates.

- Study of (Al-Hunaiti, 2010) aimed at determining the impact of the dominant pattern of leadership on the performance of government agencies in Jordan, determining the dominant pattern of leadership of leadership of government agencies, and determining the level of performance in government agencies in Jordan. The study population consists of 335 directors and directors of government departments. The study concluded with the most important results that there is an impact of the dominant pattern of leadership of managers on the performance of the functions in government agencies in Jordan. There is an impact of leadership patterns (transformational, autocratic and democratic) on managers' performance. There is no impact of the leadership (exchange, anarchist) patterns of managers on career performance. There were no statistically significant differences in the effect of the dominant pattern of leadership on the performance of the managers due to the variables (gender, age, academic qualification and functional experience). The study concluded with the recommendations of the most important preparation of training programs for both leaders and administrative staff in government agencies. And the distribution of brochures and booklets containing management literature on the concept of the dominant pattern of leadership and theories to help managers to choose the appropriate the dominant pattern of leadership to deal with subordinates to achieve the best level of administrative performance.
- Study of (Al-Batoush, 2007) The aim of this course is to understand the impact of the organizational climate on the performance of administrative staff in the Jordan Free Zones Corporation, the relation of the organizational climate, and the performance of the administrative staff 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 administrative staff 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 administrative staff in the Free Zones Corporation, and showed the existence of differences of statistical significance in the organizational climate attributed to the job title, and for the benefit of managers and heads of departments. While there are no differences due to personal and functional characteristics (age, academic qualification, specialization, number of years of service). There were also statistically significant differences in the performance of the administrative staff 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 administrative staff with the scientific qualifications and disciplines obtained.
- Study of (Fill, 2005) the study aimed at examining the relationship between the characteristics of the organizational climate and the functional combustion among faculty members. The study sample reached (103) members. The results showed statistically significant differences among the respondents in their understanding of the relationship between the organizational climate and the functional combustion due to personal variables that include age, specialization, and years of service, training courses, income and academic level.
- 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 administrative staff in the private security forces. The motivation of the administrative staff of the private security forces sector by supporting them with more material and moral incentives.

10. RELATED WORK

First- The dominant pattern of leadership:

Leadership is defined as "the process of influencing subordinates", including dictatorships or autocracies characterized by centralism, authoritarianism, punishment, low-level communication or one-way approach, limiting the exchange of views, ideas, participation, creativity, and democratic leadership. Power, communication in both directions, and reward, which encourages interaction and the presentation of creative ideas and creativity (Al-Emian, 2005).

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 Administrative staff 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 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.

Administrative Leadership Patterns

The leadership can be divided into several modes according to the criteria that determine the classification. From the

point of view of effectiveness, the leadership can be divided into positive and negative leadership. On the one hand, authority can be divided into central and decentralized leadership. In terms of the nature of the organization, it can be divided into official and informal leadership. Most studies agree on dividing the leadership into three main types: leadership Democratic, and another autocratic and a third liberal. The following is a brief description of these patterns:

▪ **Democratic style (participatory style, positive style, constructive style or orientation)**

This leadership is based on three pillars: human relations, participation and delegation of authority. The democratic leadership is based on trust in the principals, taking advantage of their opinions and ideas, allowing their initiative to plan their work, and developing the prospects for cooperation between the administrative staff (Yaghi, 1996).

It fosters the morale of Employees, doubles productive capacity, encourages entrepreneurship, develops creativity and innovation, and satisfies the human, economic and psychological needs of Administrative staff (Kanaan, 1982).

A democratic leader often does not hold power in currency, but rather interacts with subordinates, informing them of the problems they face, taking their decisions and engaging them in making decisions.

▪ **Autocratic style: (dictatorial-authoritarian-authoritarian style)**

The autocratic leadership revolves around one axis: subjugating all things in the organization to the authority of the leader who leads the organization. He informs the leaders of the orders and they must hear and obey without their discussion, and the negative stimulus is often used (Yaghi, 1996).

This pattern is based on the assumption that a lazy man tends to evade responsibility and lack of work, and this is a form of criticism and reliance on others, and makes him work out of fear of punishment and punishment rather than love for work (Al-Nimr, 1997).

▪ **Transmission mode: (chaotic - non-wave - absolute - free - solubility)**

This pattern is an overarching model of the democratic pattern, and the leader in it works as follows:

1. The leader loses the elements of effective leadership due to the abandonment of responsibility in making decisions.
2. The commander provides information to members of his group and leaves them free to identify without any interference from it.
3. Gives the commander the greatest degree of freedom and the full freedom of members in decision-making without making an effective contribution.
4. The communication between the leader and the members shall be limited as narrow as possible.
5. The group does not respect its leader in the belief that its leader is weak (Asaad, 2005).

Second- Participation of decision makers:

The interest in decision-making policy is a vital aspect in the formation of organizational structure, its importance in developing organizations and ensuring continuity of their success, and developing the motivation of individuals to practice innovative behaviors to enhance the organization's ability to keep abreast of developments. The situation is different whether the decision- Organizational structure that limits the employee's initiatives and their contribution to dealing with administrative problems and reduces the spirit of competition (Al-Sakran, 2004). To increase the participation of decision makers, they must be involved in the design of business improvement strategies through Jad Al-rab (2012):

- Improve recruitment, training and performance strategies.
- Use the problem-solving method to enhance individual and community performance improvement skills.
- Identify important processes that need to be redesigned.
- Use new ways to think, innovate and improve quality.

Third- Palestinian universities in the Gaza Strip

There are three main universities in the Gaza Strip: the Islamic University, Al-Azhar University, Al-Aqsa University, and Al-Quds Open University. In recent years, the private sector has entered the field of higher education. Two private universities have been opened: the University of Palestine and the University of Gaza. The march of the Palestinian universities in the 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 emerged from the same institute in 1991 and then Al-Aqsa University, which emerged in 2001 from the State College of Education. Al-Azhar University and Al-Aqsa University will be the focus of this study, since they are the largest number of administrative staff and the largest proportion of students in the Gaza Strip.

Administrative staff in Palestinian Universities in the Gaza Strip:

Administrative staff in Palestinian universities is an essential component of the organizational structure of Palestinian universities. Without these administrative staff, universities cannot perform their great mission of serving the community through their teaching services, research and continuing education. This work is not completed without administrative staff. The number of administrative staff at Al-Azhar University amounts to (227) administrative staff, while numbering in the Al-Aqsa University (298) administrative staff.

In the previous review of Palestinian universities, the conditions in which they were created, and the most important problems facing them and the number of administrative staff there, the Palestinian universities experienced difficult circumstances, the high rate of demand

for Palestinian students to join these universities and the necessary resources, For its activities in the form required, and mainly for funding them for fees collected from students, all required universities to improve their performance, and since the administrative staff are a significant part of the staff of these universities, In addition to the administrative services that complement the teaching services, this requires universities to provide them with a healthy and appropriate The dominant pattern of leadership to perform their work well, which enhances their loyalty and loyalty to these universities to promote them for the better and achieve the messages that were created for them.

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 the field by distributing questionnaires to study the vocabulary of the study and to collect and compile the necessary information in the subject of the study, and then unloading and analyzing it using the statistical program and using the appropriate statistical SPSS tests in order to arrive at indications of value and indicators that support the subject of the study.

2. Secondary data:

Through the review of books and periodicals, special publications and scientific and professional journals related to the subject of the study, and any references contribute to enrich the study in a scientific way, and the researchers through the use of secondary sources in the study to identify the foundations and methods of scientific studies in writing studies, Recent developments have occurred in the field of study.

Second- Study Population:

The study population consists of all administrative staff in the main Palestinian universities in the Gaza Strip. These universities are: Al-Azhar University, Al-Aqsa University, and through the census of the study society it was found to consist of (525) administrative staff.

Third- The study sample:

- A. A survey sample was used by the researchers to verify the validity and reliability of these tools. The sample size was 32 administrative staff.
- B. The sample was composed of (176) administrative staff and the response rate was (85.79%). The sample distribution and response rate were as in the following table:

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

Item	Al-Azhar University	Al-Aqsa University	Total
The size of society	227	298	525

The ratio	%24	%31	100%
Distributed sample	77	99	176
Number of respondents	71	80	151
Response rate	92.20%	80.80%	85.79%

Table 2: Distribution of respondents by university variables, level of employment, gender, age, academic qualification, years of service, place of work

University name	Al-Azhar University	Al-Aqsa University			Total	
		71	80			151
Career Level	Director	Head Of The Department	Administrative Staff			151
	21	20	110			
Gender	Male	Female			151	
	106	45				
Age	20-30 years	31-40 years	41-50 years	Greater than 50 years	151	
	53	59	29	10		
Qualification	Diploma	BA	Postgraduate			151
	39	97	15			
Years of service	Less than 5 years	5-7 years	8-10 years	More than 10 years	151	
	43	26	26	56		
Workplace	Deanships And Colleges	Financial Services	Administrative Roundabout	Technical Circles	151	
	55	15	75	6		

Fourthly- Study tool:

Since the nature of the hypotheses and the variables included in them are the ones that control the selection of the appropriate tool, accordingly, the researchers have prepared a measure for that study commensurate with its objectives and hypotheses. 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 sample included 20 words distributed on the study variables.

How to correct the meter:

The five-dimensional Likert scale was used to measure respondents' responses to the questionnaire sections according to Table (3)

Table 3: Scale of the five-dimensional Likert scale

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

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

Believe the meter:

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

1. Virtual honesty:

The researchers verified the authenticity of the tool by presenting it to a select group of PhD holders in Business Administration (8). The apparent honesty indicates the general appearance of the test in terms of its relevance to the

subjects, the relevance of the phrase to the field, and the clarity of the wording and instructions.

2. 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 administrative staff by finding correlation coefficients for each paragraph in the field to which they belong, as well as correlation coefficients between each field And the scale as a whole, as in the following tables:

Table 4: *Honesty coefficients for each paragraph with the total score of the dominant pattern of leadership field*

No.	Item	Honesty Level	Level of Sig.
1.	The dominant pattern 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.	Managers encourages thoughtful change	0.805	0.01
4.	Direct supervisor allows staff to participate in decision-making related to their work	0.761	0.01
5.	Direct supervisor work to motivate administrative staff 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 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 supervisor shows great interest in my wishes	0.807	0.01
10.	I am encouraged by my direct supervisor to solve my own business problems	0.744	0.01

Table 5: *Honesty coefficients for each paragraph with the total score for the scope of participation of decision-making personnel*

No.	Item	Honesty Level	Level of Sig.
1.	Administrative staff 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.	Administrative staff have the power and authority to make decisions about their work and take responsibility	0.533	0.01
4.	Management philosophy allows administrative staff 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.	Administrative staff are involved in developing performance standards related to their functions	0.714	0.01
10.	Administrative staff participate in the process of evaluating their performance	0.694	0.01

Stability of the scale:

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

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

Table 6: coefficient of stability of the scale of the dominant pattern of leadership and its relationship to job performance in universities

No.	Field	No. of Items	Correlation Coefficient Before Adjustment	Correlation Coefficient After Adjustment	Level of Sig.
1.	The dominant pattern of leadership	10	0.763	0.866	Sig. at 0.01
2.	The extent of participation of administrative staff in Decision-Making	10	0.648	0.787	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.

Table 7: shows the coefficients of Alpha Cronbach's stability for each dimension of a scale of the dominant pattern of leadership and its relation to job performance in universities

No.	FIELD	CRONBACH'S COEFFICIENT ALPHA STABILITY
1.	The dominant pattern of leadership	0.919
2.	The extent of participation of administrative staff in Decision-Making	0.853

The above table shows that all Cronbach coefficients are above (0.853). 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. Averages, frequencies, standard deviations and percentages.
2. Spearman Brown's correlation coefficient for the equal split-half, and the Cronbach 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 averages.
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:

Q1:- what is the level of satisfaction with the prevailing pattern of leadership in Palestinian universities?

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

Table 8: Scale of measurements used in this study

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

This indicates that the Means of less than (1.80) indicate a very low degree in the elements of Field. The Means of (1.80: 2.59) indicate a low degree of availability of field elements, 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, averages, standard deviation, percentages and order. The results were as shown in the following table:

Table 9: Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in the dominant pattern of leadership

No.	Item	Total Scores	Mean (5)	Standard Deviation	Percentage	Rank
1.	The dominant pattern of leadership of the university	481	3.19	1.180	63.80%	8

No.	Item	Total Scores	Mean (5)	Standard Deviation	Percentage	Rank
	helps them to progress and progress					
2.	Managers' decisions are clear	524	3.47	1.038	69.40%	1
3.	Managers encourages thoughtful change	494	3.27	1.064	65.40%	6
4.	Direct supervisor allows staff to participate in decision-making related to their work	495	3.30	1.157	66.00%	5
5.	Direct supervisor work to motivate administrative staff and encourage them to change, innovate and innovate	468	3.12	1.187	62.40%	9
6.	Management provides me with the necessary support to do my work and the duties required of me	456	3.02	1.134	60.40%	10
7.	There is trust and cooperation between the direct and subordinates	515	3.46	1.093	69.20%	2
8.	The direct supervisor encourages his subordinates to express their views and suggestions	501	3.34	1.067	66.80%	4
9.	My direct supervisor shows great interest in my wishes	488	3.25	1.136	65.00%	7
10.	I am encouraged by my direct supervisor to solve my own business problems	516	3.42	1.133	68.40%	3
Total degree of the dominant pattern of leadership field		496	3.2853	.876220	65.71%	

The above table shows the results obtained in the field of the dominant pattern of leadership by presenting the arithmetical averages of the fields of the field. The averages were between (3.02 and 3.47).

From the previous table, all samples ranged from medium to high, with three paragraphs in this area having a high percentage between (68%) and (83.90%). There were also seven paragraphs with a medium score between (52.00%) and (67.90%), the paragraph (Managers ratio is clear) is high (69.40%) followed by paragraph (there is trust and cooperation between the direct official and subordinates) in second place by percentage (69.20%), then the paragraph (direct officials encourage me to solve my business problems myself) is in third place and by percentage (68.40%), the paragraph "Management provides me with support compared to my work and duties for my list" ranked last by a

percentage (60.40%), the total score for the field was a percentage (65.76%) which is a middle degree.

This finding indicates that university staff are somewhat satisfied with the dominant pattern of leadership of these universities and the degree of cooperation and trust between leaders and subordinates.

This result differs from the results of Bahr and Abu Swirih (2010) with a high degree of satisfaction with the dominant pattern of leadership. There is also trust and cooperation between the leadership and the staff of the university, and the university has a supportive leadership that encourages subordinates to express their views, submit proposals and respond to subordinate proposals. The result was a study (Jassim and Hammoud, 2011) which showed that the dominant pattern of leadership was the highest.

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

Table 10: Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in the Scope of Participation of Decision-Making Administrative staff

No.	Item	Total Scores	Mean (5)	Standard Deviation	Percentage	Rank
1.	Administrative staff participate in setting goals for departments and departments.	458	3.03	1.157	60.60%	4
2.	Decision-makers resort to consultations before making decisions to determine their results and effects	452	3.01	1.036	60.20%	5
3.	Administrative staff have the power and authority to make decisions about their work and take responsibility	455	3.01	1.089	60.20%	6
4.	Management philosophy allows administrative staff to solve their own problems	446	2.95	0.996	59.00%	9
5.	Management is keen to involve subordinates in decision-making	422	2.79	1.022	55.80%	10

No.	Item	Total Scores	Mean (5)	Standard Deviation	Percentage	Rank
6.	The problems facing the departments and divisions are solved collectively	448	2.97	1.080	59.40%	7
7.	Different alternatives are evaluated and available before decisions are made	463	3.09	1.036	61.80%	3
8.	The level of cooperation between colleagues is appropriate	539	3.59	0.942	71.80%	1
9.	Administrative staff are involved in developing performance standards related to their functions	489	3.26	1.000	65.20%	2
10.	Administrative staff participate in the process of evaluating their performance	441	2.96	1.114	59.20%	8
The overall degree of the extent of participation of administrative staff in Decision-Making		463.39	3.0688	.766830	61.38%	

The above table shows the results reached in the extent of participation of decision-makers by presenting the arithmetical averages of the fields. The averages were between (2.79 and 3.59).

Note from Table (10) that all the paragraphs range between medium and high, as there is one paragraph in this area was a high percentage between (68%) and (83.90%) in addition, nine paragraphs received a middle grade between (52.00%) and (67.90%), the paragraph (level of cooperation among suitable colleagues) has reached the highest percentage (71.80%) followed by the paragraph (Administrative staff involved in the development of performance standards related to their jobs) ranked second in percentage (65.20%), then the paragraph (different alternatives available before decisions are made) is ranked third and by percentage (61.80%), the paragraph (the administration is keen to involve subordinates in decision-making) ranked last by a percentage (55.80%), the total score for the field was a percentage (61.38%), which is a medium grade.

As a result, there are some positive aspects in the participation of decision-makers such as cooperation between colleagues and the participation of Administrative staff in the development of their work standards. However, there is a shortage in this area, especially in the participation of Administrative staff in evaluating their performance. The staff assessment process is still used and does not inform administrative staff of the results of their evaluation or discussion, which requires university administrations to address these problems, to identify shortcomings in the participation of the administrative staff in the decision-making process and to try to address this deficiency.

Table 11: A correlation matrix between the dominant pattern of leadership and the extent of participation of decision-making staff in universities

FIELD	The dominant pattern of leadership and the extent of participation of administrative staff in Decision-Making
The dominant pattern of leadership	**0.582

** Sig. at 0.01

We note from the previous table that there is a positive correlation between the dominant pattern of leadership and the extent of participation of decision-making staff. This

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 an average level of cooperation among colleagues, and that the administrative staffs participate to a certain extent in setting the objectives of the work units and decision-making. 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 Administrative staff in the decision-making process.

12. HYPOTHESIS TESTING

Ho 1: There is a statistically significant relationship between the dominant pattern of leadership and the extent of participation of decision-making personnel in the administrative staff.

To ascertain the validity of the main hypothesis, the researchers sought to find Pearson correlation coefficient between the dominant pattern of leadership and the participation of decision makers, and the results were as shown in the following table:

indicates the validity of the main hypothesis of the study and emphasizes the importance of the dominant pattern of

leadership in determining the participation of decision makers.

Ho 2: There are statistically significant differences in the dominant pattern of leadership and the extent of participation of decision-making Administrative staff due to the demographic variables (gender, age, qualification).

The following sub-assumptions are subdivided:

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

Field	Gender	The Number	Mean	Standard Deviation	"T" value	Level of Sig.
The dominant pattern of leadership	Male	106	3.2457	.917370	-0.912	0.364
	Female	45	3.3785	.772250		
The extent of participation of administrative staff in Decision-Making	Male	106	3.0482	.746070	-0.486	0.628
	Female	45	3.1173	.820320		

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,

Ho 2-1: There are statistically significant differences in the dominant pattern of leadership and the extent of participation of decision makers due to the gender variable.

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

Ho 2-2: There are statistically significant differences in the dominant pattern of leadership and the extent of participation of decision makers due to the variable age.

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

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

		Sum of Squares	df	Mean Square	F	Sig.
The dominant pattern of leadership	Between Groups	1.156	3	.385	.497	.685
	Within Groups	114.007	147	.776		
	Total	115.163	150			
The extent of participation of administrative staff in Decision-Making	Between Groups	2.149	3	.716	1.223	.303
	Within Groups	86.056	147	.585		
	Total	88.204	150			

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

This result can be explained by the fact that Administrative staff of all ages live in a similar manner to all types of leadership and are influenced by all of them.

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

		Sum of Squares	df	Mean Square	F	Sig.
The dominant pattern of leadership	Between Groups	2.421	2	1.211	1.589	.208
	Within Groups	112.742	148	.762		
	Total	115.163	150			
The extent of participation of administrative staff in Decision-Making	Between Groups	2.605	2	1.302	2.252	.109
	Within Groups	85.600	148	.578		
	Total	88.204	150			

It is clear from the previous table that there are no statistically significant differences in the types of the dominant pattern of leadership, the extent of participation of decision-makers, since the value of F is less than the value of the table. This result can be explained by the fact that Administrative staff of various scientific qualifications are looking for a good dominant pattern of leadership, and their participation in the decision-making process. They all feel

Ho 2-3: There are statistically significant differences in the dominant pattern of leadership and the extent of participation of decision-making staff due to the variable of scientific qualification.

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

the importance of the technology used at the university and its impact on performance.

Ho 3: There are statistically significant differences in the dominant pattern of leadership and the extent of participation of decision-making staff due to the organizational variables (years of service, level of work, and place of work).

The following sub-assumptions are subdivided:

Ho 3-1: There are statistically significant differences in the dominant pattern of leadership and the extent of participation of decision makers due to variable years of service.

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

Table 15: Source of variance, sum of squares, degrees of freedom, mean squares, P value, and significance level due to variable years of service

		Sum of Squares	df	Mean Square	F	Sig.
The dominant pattern of leadership	Between Groups	2.616	3	.872	1.139	.335
	Within Groups	112.547	147	.766		
	Total	115.163	150			
The extent of participation of administrative staff in Decision-Making	Between Groups	.531	3	.177	.297	.828
	Within Groups	87.673	147	.596		
	Total	88.204	150			

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.

The researchers explain this result that the Administrative staff of different work experience have the same perception of the dominant pattern of leadership and requirements, except the nature of work, where we find that it has an

impact on the perception of the dominant pattern of leadership prevailing for years of service.

Ho 3-2: There are statistically significant differences in the dominant pattern of leadership and the extent of participation of decision-making personnel due to the variable level of employment.

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 significance level

		Sum of Squares	df	Mean Square	F	Sig.
The dominant pattern of leadership	Between Groups	.985	2	.492	.638	.530
	Within Groups	114.178	148	.771		
	Total	115.163	150			
The extent of participation of administrative staff in Decision-Making	Between Groups	1.265	2	.633	1.077	.343
	Within Groups	86.939	148	.587		
	Total	88.204	150			

The above table shows that the calculated P 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 administrative staff at different levels of employment have a positive perception

of the dominant pattern of leadership in their university and their performance.

Ho 3-3: There are statistically significant differences in the dominant pattern of leadership and the extent of participation of decision makers due to the variable of the workplace.

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

Table 17: Source of variance, sum of squares, degrees of freedom, mean squares, F value and significance level due to workplace variable

		Sum of Squares	df	Mean Square	F	Sig.
The dominant pattern of leadership	Between Groups	6.532	3	2.177	2.946	.035
	Within Groups	108.631	147	.739		
	Total	115.163	150			
The extent of participation of administrative staff in Decision-Making	Between Groups	1.478	3	.493	.835	.477
	Within Groups	86.727	147	.590		
	Total	88.204	150			

The above table shows that the value of the calculated F is less than the F value of the table, there are no statistically significant differences in the participation of decision-making staff, while there are differences in the dominant pattern of leadership.

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

The results differed with Al-Louzi and Zahrani (2012) and Fill (2005). The results of these studies showed differences according to place of work and specialization.

To find out the direction of differences in the driving pattern, the Scheffe Test was used in the following table:

Table 18: Scheffe Test results to identify the direction and significance of differences in the dominant pattern of leadership due to the workplace variable

Workplace	Deanships And Colleges 3.5217 =	Financial Services 3.3708 =	Administrative Roundabout 3.4915 =	Technical Circles 2.7365 =
Deanships And Colleges = 3.5217	-			
Financial Services = 3.3708	0.242222-	-		
Administrative Roundabout = 3.4915	0.048741-	0.193481	-	
Technical Circles = 2.7365	*1.057037-	*0.814815-	*1.008296-	-

* Sig. at 0.05

It is clear from the previous table that there are statistically significant differences at level (0.05) due to the variable of the workplace in the second field, the "The dominant pattern of leadership" between the administrative staff of the technical departments and the rest of the administrative staff of the university for the benefit of the rest of the Administrative staff. The dominant pattern of leadership is usually in the form of orders that can be implemented without consultation and participation, unlike the Administrative staff in the deanships and colleges and in the administrative departments where the dominant pattern of leadership is better with the administrative staff in these

deanships, colleges and administrative departments. Also, there is no statistically significant difference between the Administrative staff in the workplace for another at the university.

Ho 4: There are differences of statistical significance in the dominant pattern of leadership and the extent of participation of decision-making staff between the universities of Al-Azhar and Al-Aqsa.

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

Table 19: Mean and standard deviations and the value of "T" for the scale domains according to the University variable

Field	University	The Number	Mean	Standard Deviation	"T" value	Level of Sig.
The dominant pattern of leadership	Al-Azhar University	71	3.4419	.740550	2.093	0.038
	Al-Aqsa University	80	3.1462	.964460		
The extent of participation of administrative staff in Decision-Making	Al-Azhar University	71	3.2349	.766200	2.553	0.012
	Al-Aqsa University	80	2.9214	.741300		

It is clear from the previous table that there are differences of statistical significance due to the university variable between Al-Azhar University and Al-Aqsa University in favor of Al-Azhar University in all fields and this proves the validity of the hypothesis.

The University of Al-Azhar University is the oldest and most stable university in the world. It is a state-run university, run by the government and not fully staffed by its staff. It is also influenced by division the political one in the Palestinian arena, and its subordination to the Ministries of Higher Education, one in Gaza and the other in Ramallah, and thus the division of staff in their loyalty to either government.

13. RESULTS

The results were obtained using the study tool. The descriptive analytical method was used by 151 administrative staff in the Palestinian universities (Al-Azhar, Al-Aqsa) after the data was emptied and the various statistical treatments were carried out according to the study hypotheses and their variables. The following conclusions and recommendations:

- The results showed that there is a moderate degree of satisfaction with the dominant pattern of leadership

prevailing in the Palestinian universities, which is the point of view of the administrative staff, with a percentage of (65.71%).

- The results showed that there was an average level of participation of the Administrative staff in Decision-Making from the point of view of the administrative staff, where the percentage reached (61.38%).
- The results showed that there is a direct correlation between the dominant pattern of leadership and the extent of participation of decision makers.
- The results showed that there were no differences between the sample according to the gender variable in their perception of The dominant pattern of leadership and the extent of the participation of the decision makers
- The results showed that there were no differences in the perception of the Administrative staff ' the dominant pattern of leadership and the extent of participation of decision makers according to the age variable.
- The results showed that there are statistically significant differences in the perception of The dominant pattern of leadership and the extent of participation of decision-

making Administrative staff according to the variable of scientific qualification

- The results indicate that there are no differences in the perception of the administrative staff ' The dominant pattern of leadership and the extent of participation of decision-making staff according to the variable years of service
- The results indicate that there are no differences in the perception of the dominant pattern of leadership and the extent of participation of decision-making staff according to the level of career (manager, head of department, administrative officer).
- The results showed that there were no differences in the perception of administrative staff to participate in decision-making according to the variable of the workplace, while differences were found in the field of the dominant pattern of leadership, where there were differences in favor of Administrative staff in the rest of the university departments compared to those in technical departments.
- The results showed that there are differences in the perception of the administrative staff of the dominant pattern of leadership and the extent of participation of decision-making staff according to the university in which they work for Al-Azhar University.

14. RECOMMENDATIONS

- The interest of the administrations of the Palestinian universities in Gaza Strip and the Al-Aqsa and Al-Azhar Universities should be increased, especially in providing a good Style of Leadership that encourages the two worlds to improve performance
- Provide universities with the opportunity to participate in decision-making and give them confidence.
- University administrations continue to pay attention to and continuously improve the performance of their administrative staff.
- To enhance the periodic evaluation of job performance and to inform administrative staff and express their opinion.
- Solve employee problems and give them the opportunity to contribute to solving their own problems.
- Strengthening the democratic Style of Leadership and empowering university staff.

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