

The Degree of Employee Awareness of the Reality of Excellence in Performance at the Technical University of Palestine (Kadoorei)

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Abstract : *The objective of the study was to identify the degree of employee awareness of the reality of excellence in performance at the Technical University of Palestine (Kadoorei). It also aimed to identify the differences in the reality of excellence in performance from the point of view of employees according to the following demographic variables: (gender, Work Nature, education level, academic specialization and Years of Experience).*

In order to achieve this, the researchers used a questionnaire consisting of (15) paragraph examining performance excellence in the university distributed to (74) members of the employees, and after the process of distribution of the questionnaire was collected and coded and entered into the computer and processed statistically using the program SPSS.

The results of the study indicate that the degree of employee awareness of the reality of excellence in performance at the Technical University of Palestine (Kadoorei) was between the medium and the very large (68.6) to (84.4). There were no statistically significant differences in the responses of the sample to the degree of employee awareness of the reality of excellence in performance at the Technical University of Palestine (Kadoorei) due to (gender, Work Nature, education level, academic specialization and Years of Experience). While there are differences due to the variable of education level and for higher levels.

The study recommended the importance of universities adopting the philosophy of excellence management in order to improve the level of performance and raise the level of productivity and improve the quality and excellence of outputs.

Keywords: Employees, Performance Excellence, Palestine Technical University (Kadoorei), Palestine.

1. INTRODUCTION

The existence of universities as leading educational institutions is associated with three main things: thought, science and civilization. These concepts are interrelated and cannot be separated. They also have a specific message and objectives: education, scientific research and community service. Or spatial (Barakat and Hassan, 2009). Therefore, to ensure that this message and those goals in the leadership of the movement of scientific change should be achieved to keep pace with development and catch up with the global civilization should be based on a rational awareness of the radical changes, which requires an assessment of the educational reality of these universities and identify their weaknesses and their proximity to national (Al-Shuweihat, 2007).

The educational system, like other systems, has suffered from 1967 to the present; it lacks many of the elements that make it self-sufficient towards the horizon, as the educational occupation policy has produced serious shortcomings in the structure of Palestinian education and the educational process represented by its inputs and outputs and its content and organizational frameworks.

As a result of the tremendous development in the fields of technology and different sciences, and as a result of the tremendous transformation in the knowledge economy, institutions have realized the importance of the human element, as one of its most important assets contributing to its excellence and growth, because the efficiency of its

performance is linked to the performance of its human resources. In its human resources and its individual and collective efficiency, the human element, with its ability to innovate and innovate, can overcome all obstacles. It is the main pillar of production that cannot be neglected or overlooked because neglect leads to the backwardness of some institutions, technological progress, which depends on the humanitarian effort is a direct cause of the increase in productivity and enable institutions and distinguish them (Al-Mahal and Abu Sin, 2013).

2. PROBLEM STATEMENT

Many societies, including Arab societies, especially in Palestine, face major challenges in their development efforts, most notably the optimal investment of human resources. Unemployment issues are also the main concerns of the Ministry of Education and reflect on its work and priorities, including the need to take care of the human resources system and adapt it to the labor market. The education sector in general suffers from vocational and technical training, particularly low enrollment, cost, finance, efficiency, employment of graduates, characteristics of teachers and trainers, participation in continuing education, characteristics of training programs,

Therefore, the technical universities need to upgrade their performance at all stages, to achieve excellence in all its components, which can be reflected on the entire community, so it needs to excellence in the selection of students and teachers and curricula and service to the

community. Therefore, this study came to answer the following questions:

Q1-: What is the degree of employee awareness of the reality of excellence in performance at the Technical University of Palestine (Kadoorei)?

Q2-: Does the degree of employee perception differ from the performance characteristics of the Technical University of Palestine (Kadoorei) according to the variables: (gender, Work Nature, education level, academic specialization and Years of Experience) at the Technical University of Palestine (Kadoorei)?

3. RESEARCH HYPOTHESIS

This study sought to examine the following main zero hypothesis:

There were no statistically significant differences at the level of significance ($\alpha = 0.05$) between the average responses of the sample of the study to the degree of perception of the employees of the reality of excellence in performance at the Technical University of Palestine (Kadoorei) attributed to the following demographic variables: : (gender, Work Nature, education level, academic specialization and Years of Experience).

The following sub-hypotheses are subdivided:

1. There were no statistically significant differences at the level of significance ($\alpha = 0.05$) between the mean responses of the sample of the study to the degree of the employees' awareness of the reality of excellence in performance at the Technical University of Palestine (Kadoorei) due to gender variable.
2. There were no statistically significant differences at the level of significance ($\alpha = 0.05$) between the mean responses of the sample of the study towards the degree of employee perception of the reality of excellence in performance at the Technical University of Palestine (Kadoorei) due to the variable Work Nature.
3. There were no statistically significant differences at the level of significance ($\alpha = 0.05$) between the mean responses of the sample of the study towards the degree of employees' perception of the reality of excellence in performance at the Technical University of Palestine (Kadoorei) due to the variable of education level.
4. There were no statistically significant differences at the level of significance ($\alpha = 0.05$) between the average responses of the sample of the study towards the degree of employees' awareness of the reality of excellence in performance at the Technical University of Palestine (Kadoorei) due to the variable of academic specialization.
5. There were no statistically significant differences at the level of significance ($\alpha = 0.05$) between the mean responses of the sample of the study to the degree of perception of the employees of the reality of excellence in performance at the Technical University of Palestine (Kadoorei) due to the variable Years of Experience.

4. RESEARCH OBJECTIVES

1. Recognition of the degree of employee awareness of the reality of excellence in performance at the Technical University of Palestine (Kadoorei).
2. To identify the differences between the views of the sample of the study on the degree of employees' perception of the reality of excellence in performance at the Technical University of Palestine (Kadoorei) according to the demographic variables.
3. Making recommendations to decision-makers can improve performance levels at the Palestine Technical University.

5. RESEARCH IMPORTANCE

1. The importance of the theoretical study is to examine the studies and references that dealt with the issue of excellence in performance research and study in an effort to enrich scientific knowledge.
2. This study derives its importance from the vitality of its subject, especially in the literature of the Arab study, which is characterized by modernity and scientific and practical discrimination.
3. The importance of this study is highlighted by the results and scientific additions expected to be reached, which can be used to develop and improve the level of excellence of public universities.
4. Know the current status of excellence in performance at the Technical University of Palestine (Kadoorei) in order to develop future visions in this field.
5. To know the obstacles and limitations that prevents the application of performance excellence in the university.
6. Assisting the authorities responsible for planning higher education in Palestine to avoid deficiencies in the application of performance excellence in Palestinian universities.
7. Providing practical scientific proposals that contribute to the excellence of the performance of public universities.

6. RESEARCH LIMITS AND SCOPE

1. **Human Limit:** This study was limited to surveying the views of a sample of employees at the Technical University of Palestine (Kadoorei) supervisors and administrators.
2. **Institutional limitation:** The study was conducted at Palestine Technical University (Kadoorei).
3. **Time Limits:** This study was implemented in 2018.

7. THEORETICAL FRAMEWORK

Excellence Management is defined as planned organizational efforts aimed at achieving lasting competitive advantages. Excellence is a slogan that all university institutions must raise and take as their core message. Or the ability of the organization to achieve its objectives through the efficient use of available resources (Yousef, 2006). Performance is

the highest level of performance that can be achieved by individuals working in the organization (Al-Salami, 2002).

Shaban (2010) sees outstanding performance as the interconnection of a set of variables and standards with each other to create a competitive advantage over which to compete with its competitors. Yousef (2006) believes that outstanding performance is more than just doing things well, going to what is after success, and relating to individuals who work creatively and undertake to accomplish the tasks entrusted to them on an exceptional basis.

In the opinion of the researchers that the outstanding performance is the ability to employ the capacities and potentials of material, human and organizational, so as to contribute to the performance level of expectations beyond the minimum time and effort and cost.

Objectives of adopting and applying the approach of excellence in performance (Jamiel and Sfeir, 2011):

The objectives and benefits of applying the excellence approach to university performance are as follows:

1. Create a culture that strongly focuses on customers and improves trust.
2. Improve participation and responsibility as well as morale and satisfaction of employees.
3. Improving the quality of outputs and training staff in process development.
4. Learn to make decisions based on facts, arrange, analyze and control problems.
5. Maintain customers and create an environment that supports and maintains continuous improvement.
6. Increase efficiency and achieve key objectives of the organization.
7. Monitor and develop performance measurement tools.

The most important objectives of adopting the approach of excellence in university performance is to upgrade the inputs and processes to find a way out that meets the needs of the local community. This can only be done through upgrading the student, teacher, curriculum and supporting tools in addition to scientific research aimed at serving the local community and contributing to solving its problems.

Excellence in performance can be measured by the following variables (Al-Naimi et al., 2010):

1. Focus on students: Demonstrates the extent to which the institution can identify the requirements, needs and wishes of students.
2. Focus on the faculty: Indicates the extent to which the institution can identify the requirements, needs and wishes of the faculty.
3. Scientific research: It indicates the ability of the institution to activate the programs and methodologies of scientific research, support and encourage professors to provide valuable scientific research, sponsoring scientific conferences, and the establishment of a scientific journal.
4. Community service: Explains the role of the faculty member in the service of civil society, including consultations to solve institutional problems and

organize or contribute to the organization of local or regional seminars or workshops in the field of specialization or any other contributions.

Palestine Technical University – (Kadoorei):

It is one of the institutions of higher education in Palestine. It is the first and only governmental university in the West Bank to follow the Ministry of Education and Higher Education. It was established in 1930 as an agricultural school for the benefit of the Palestinian society and then developed under the Palestinian National Authority to become a college that offers diploma programs in many disciplines and then turned into a university college, "Palestine Technical College (Kadoorei)" to provide technical programs at different levels (diploma and bachelor).

The college was transferred to a university with the approval and approval of the National Commission for Accreditation, Quality, and the Minister of Education and Higher Education. The development of the organizational structure and the academic, administrative and technical staff was carried out. A development plan was developed in the first two and a half years, during which new colleges were established and special and complementary specialties were opened for the other disciplines available in the other Palestinian universities to meet the needs of the local and Arab And also international (<https://www.ptuk.edu.ps>).

8. LITERATURE REVIEW

- Study of (Shamia et al., 2018) aimed to use the Asian knowledge model "APO" as a determinant for performance excellence in universities and identifying the most effecting factors on it. This study was applied on Al-Azhar University in Gaza strip. The result of the study showed that (APO) model is valid as a measure and there are four dimensions in the model affecting significantly more than the others (university processes, KM leadership, personnel, and KM outputs). Furthermore, performance excellence produced though modernizing the means of education, curriculum development, technology and flexibility in the organizational structure. The study recommends expanding the usage of (APO) model, enhancing the role of knowledge leadership, technology, organizational flexibility, sharing culture and incentive systems that encouraging innovation.
- Study of (Al hila and Al Shobaki, 2017) aimed to indicate the role of servant leadership in achieving Excellence Performance from the perspective of workers in technical colleges. The researchers used the descriptive and analytical approach, and the population of the study teaching at the technical college faculty members (Palestine Technical College, and the University College of Science and Technology), and the study tool is a questionnaire applied to a simple random sample were distributed (120) to identify the study

sample was obtained at (111) questionnaire at rate of (92.5%). The results of the study showed the followings: the presence of a statistically significant relationship at the level of ($\alpha < 0.05$) between the servant leadership and achieve Excellence Performance in technical college's governorates of Gaza Strip. There are statistically significant differences at ($\alpha < 0.05$) among respondents responses about Servant Leadership and achieve Excellence Performance in technical colleges governorates of the Gaza Strip due to Faculty variable, and in favor of (the University College of Science and Technology), while there are no significant differences due to the qualification and years the service. One of the most important recommendations: the need to choose university leaders, according to objective criteria of scientific and administrative, and prepared so that those leaders will become one of the factors that contribute to the success of any educational change that is advantageous, so to help provide a regulatory environment that encourages innovation and renewal. The need to pay higher education institutions management special attention to all elements of the work environment as an important variable contributing to the impact on the job performance of employees, which will lead to higher morale and increase their loyalty and belonging to the institution, and the introduction of successful models globally.

- Study of (Al hila et al., 2017) aimed to design a proposed model of learning organizations as an entry point to achieve organizational excellence in the Palestinian universities of Gaza Strip. A random sample of workers were selected from the Palestinian universities consist of (286) employees at recovery rate of (70.3%). The study concluded with a set of results the most important of which: there is a statistically significant relationship between the components of learning organizations and achieving organizational excellence in the Palestinian universities of Gaza Strip from the standpoint of the faculty members. One of the main recommendations of the study: establish the concept of learning organization in leaders and staff of the university through the establishment of specialized courses, and workshops. Turning the status of the university into a learning organization as a strategic objective and the performance of managers are measurement accordingly. Organize visits of the leaders of the university to the top organizations in this field and to take advantage of their experience and encourage deans and heads of departments to involve their employees in the information on global trends and trends in learning organization through regular meetings.
- Study of (Abu Naser and Al Shobaki, 2017) aimed to study the organizational excellence and the extent of its clarity in the Palestinian universities from the perspective of academic staff. Researchers have used the

descriptive and analytical approach and used the questionnaire for data collection and distributed to academic staff in universities. The researchers used a sample stratified random method by the university. The total number of academic staff was (1114) and (235) were distributed to identify the study population. (166) questionnaires were recovered with rate of (70%). We used statistical analysis (SPSS) program for data entry, processing and analysis. The study found the following results: There was consensus among members of the academic staff in universities about the importance of "leadership excellence" as one of the elements of organizational excellence, and received a large proportion of approval to some extent. And it agreed to the views of members of the academic staff in universities about the importance of "service-excellence" as one of the elements of organizational excellence, and received a large proportion of consent. And it agreed to the views of members of the academic staff at universities about the importance of "cognitive excellence" as one of the elements of organizational excellence, and obtained the approval of average of the proportion. And it agreed to the views of members of the academic staff in universities about the importance of "organizational excellence". The study found a set of recommendations, including: the development of a system of incentives and bundle actually how creativity and innovation practiced by workers so that distinguished them according to the level of exercise which encourages them all for creativity and excellence. Providing continuous learning opportunities for all employees raise the efficiency of the members of the academics in line with contemporary technological development. And encourage universities to create an advisory centers within the university to serve the institutions of civil society, and the development of the exchange of information between universities and institutions, and the formation of centers for the commercialization of university education process.

- Study of (Abu Naser et al., 2016) the paper assesses Knowledge Management Maturity (KMM) in the universities to determine the impact of knowledge management on performance excellence. This study was applied on Al-Azhar University and Al-Quds Open University in Gaza strip, Palestine. This paper depends on Asian productivity organization model that used to assess KMM. Second dimension which assess performance excellence was developed by the authors. The controlled sample was (610). Several statistical tools were used for data analysis and hypotheses testing, including reliability Correlation using Cronbach's coefficient alpha, "ANOVA", Simple Linear Regression and Step Wise Regression. The overall findings of the current study suggest that KMM is suitable for measuring performance excellence. KMM assessment shows that both universities maturity level is in level

three. Findings also support the main hypothesis and it is sub- hypotheses. The most important factors effecting performance excellence are: Processes, KM leadership, People, KM Outcomes. Furthermore the current study is unique by the virtue of its nature, scope and way of implied investigation, as it is the first comparative study in the universities of Palestine explores the status of KMM using the Asian productivity Model.

- Study of (Al-Zatma, 2011) aimed at identifying the relationship and the type of influence between the requirements of knowledge management and its operations, and distinguished the institutional performance in the middle technical colleges. And the questionnaire as a tool to collect the necessary data from the study community composed of all faculty members and heads of the full-time administrative departments in five faculties (455). The study found that there is a high degree of availability of knowledge needs (data and information, implicit knowledge, explicit knowledge, infrastructure, technology, and human capital) in intermediate technical colleges with a medium degree of knowledge awareness in its forms (planning and implementation, And information security). The study concluded with a number of recommendations, including the need to adopt knowledge management as an input to improve and develop the individual and institutional performance of the intermediate technical colleges, to develop knowledge and develop storage methods, expand the participatory processes through the appropriate environment, and develop individual and institutional performance and adopt an incentive system that rewards knowledge efforts.
- Study of (Kasim, 2010) which aimed to demonstrate the important role of knowledge management practices in improving the performance and efficiency of public sector institutions, and how government functionality can be improved through the application of knowledge management. Where the results showed a positive relationship between knowledge management practices and efficiency of performance in Malaysian public sector institutions.
- Study of (Ibrahim, 2013) which aimed to demonstrate the role of the quality of career in excellence in university performance by applying to Egyptian universities. The study showed that there is a significant correlation between the quality of life and the characteristics of excellence in university performance within the university.
- Study of (Shaban, 2010) which aimed to reveal the role of organizational justice in achieving outstanding university performance in the Faculty of Management and Economics at the University of Kufa. The most important results were that there was a positive correlation between organizational justice and the variables of university performance. The results showed that the variable of scientific research ranked first in

terms of importance followed by the variable of community service and thirdly the quality improvement variable.

- Study of (Abbas, 2011) aimed at showing the impact of strategies and methods of organizational change in achieving outstanding performance from the perspective of employees at the University of Qadisiyah. The results showed that there is an impact of the gradual change strategy on outstanding performance while there is no impact of the strategy of radical change on outstanding performance.
- Study of (Radi and Dakhil, 2016) which aims to determine the impact of strategic human resources management roles in the outstanding performance from the perspective of university leaders in the course of universities of the Middle Euphrates. The results of the study showed that there is a positive correlation between the roles of human resources and performance. It is also clear that there is a high interest by the colleges in the results of student learning and the educational process through the implementation of programs that are consistent with the programs approved at the corresponding colleges at the global level. In accordance with the latest scientific developments in the field of specialization and implementation according to the planned plans, there is also attention to the results of the focus on human resources through the involvement in specialized training courses and develop their expertise and skills, and involve the largest number of faculty members in internal and external seminars and conferences and to provide moral and material support for applied research.

Comment on previous studies

The issue of excellence in performance has been of great interest to researchers, especially in productive institutions. In the services sector, the studies dealt with scarcity. There is also a great interest in the concept of excellent performance by institutions and universities, but it was sometimes formality in addition to the lack of sense of the local impact, and this has been shown in some previous studies. The current study differed from previous Arab and foreign studies in terms of the sectors studied their analysis, the period of time, and the nature of the sample to be addressed.

9. METHODOLOGY AND PROCEDURES:

Methodology of the study:

1. Introduction:

The researchers followed the analytical descriptive approach to its relevance for the purposes of this study, which is the method that is concerned with the phenomenon as it is in fact, and it is describing, analyzing and linking it to other phenomena. It relied on the sources of information related to the subject of study and analysis, and then the collection of

data by means of the questionnaire, which was prepared based on theoretical framework and previous studies.

2. Society and study of the study:

The study population consisted of all (310) employees of the Technical University of Palestine (Kadoorei). A simple random sample of (74) administrative and faculty members was selected. The characteristics of the study sample are as follows:

Table 1: Distribution of the sample of the study by its variables

Variable	Category	Repetition	Percentage %
Gender	Male	42	56.8
	Female	32	43.2
Work Nature	Administrative	46	62.2
	Faculty member	28	37.8
Education Level	Diploma	15	20.3
	BA	29	39.1
	M.A.	17	23.0
	Ph.D.	13	17.6
Specialization	Applied Sciences	41	55.4
	Human sciences	33	44.6
Years of Experience	1-4	32	43.3
	5-9	14	18.9
	10-14	12	16.2
	15 and more	16	21.6
Total		74	100

The following table shows the following:

1. This indicates that there is a defect in the selection and recruitment procedures or a kind of favoritism because the nature of the society is masculine, especially in administrative and supervisory positions. We see that the tendency is often to choose males from females.
2. The high proportion of administrative staff compared to faculty members due to the permanent presence of members of the administrative body, while there is difficulty in communicating with faculty members to vary the times of lectures.
3. As for the education level, we find that the largest percentage was for the bachelor's degree and above. This is due to the interest of the educational institutions and their focus on selection and appointment to the holders of higher qualifications due to the nature of their academic work.
4. As for the specialization, we see that the largest proportion was applied science. This is due to the fact that the nature of the university is technical and the focus is on specializations of practical nature, especially the engineering field.
5. With regard to the Years of Experience, we find that the largest proportion of those who have Years of

Experience (1-4) and this is the result of the expansion of the University in the specializations offered in addition to the increasing turnout of students to the university during this period.

3. Study tool:

The questionnaire was used as a main tool for collecting information in order to reveal the degree of employee awareness of the reality of excellence in performance at the Technical University of Palestine (Kadoorei).

It consists of two main parts: (personal data, the reality of performance excellence) as follows:

- **The first section:** is information and personal data about the respondents (gender, nature of work, qualification, specialization, years of service).
- **The Second Section:** It is a reality that characterizes performance at the Technical University of Palestine (Kadoorei) and it consists of (15) paragraph.

4. Validation of the tool:

In order to ensure the safety of the study questions, the validity of the study was verified by presenting it to a group of arbitrators with expertise and Years of Experience in the field of administrative sciences, and asked them to express their opinion on the paragraphs of the questionnaire by deleting, modifying and proposing new paragraphs and appropriate tool for the subject of the study. The tool of the study has become a final form of (15) paragraph.

5. Stability of the tool:

In order to extract the stability coefficient of the tool, Cronbach's coefficient alpha was used to determine the internal consistency of the resolution paragraphs. It reached (0.920). This value indicates that the tool has an appropriate stability and satisfies the purposes of this study.

6. Steps of building the questionnaire:

- Access to the administrative literature and previous studies related to the subject of the study, and to use them in building the questionnaire and drafting its paragraphs.
- Identify the main areas covered by the questionnaire.
- The questionnaire is designed in its initial form, reviewed and revised.
- The questionnaire was presented to (5) arbitrators with Years of Experience in academic and statistical fields.
- In the light of the opinion of the arbitrators, some paragraphs of the questionnaire were amended in terms of deletion or addition and modification, so that the questionnaire will be finalized in 15 paragraphs.

7. Statistical processing:

After the data was collected, encoded and processed using the appropriate statistical methods, using the SPSS statistical program, the researcher used repetitions, arithmetical averages, standard deviations and percentages, T test for

independent samples, single variance test, LSD, and Cronbach’s coefficient alpha.

Study results and hypothesis test:

1. Results of the study questions

This study aims to identify the degree of enhancing the employees' awareness of the reality of excellence in performance at the Technical University of Palestine (Kadoorei). In order to achieve this, the researcher used a questionnaire consisting of (15) paragraphs distributed to a sample of (74) In order to explain the results of the study, the researchers used the following measure:

Table 2: Five - step scale

Degree of approval	SMA		Relative Weight	
	From	To	From	To
Very few	1.00	Less than 1.80	20.00	Less than 36.00
A few	1.80	Less than 2.60	36.00	Less than 52.00
Medium	2.60	Less than 3.40	52.00	Less than 68.00
Large	3.40	Less than 4.20	68.00	Less than 84.00
Very Large	4.20	5.00	84.00	100.00

The results of the study are as follows:

First question: What is the degree of employee awareness of the reality of performance excellence at the Technical University of Palestine (Kadoorei)?

To answer this question, the arithmetical averages, the standard deviation and the percentage of each paragraph of the tool were extracted.

Table 3: The degree of employee awareness of the reality of performance excellence at the Technical University of Palestine (Kadoorei) is arranged in descending order by the arithmetic mean

No.	Item	SMA	Standard Deviation	Percentage	Class
1.	Raise the university's standing and reputation among educational institutions	4.22	0.91	84.4	Very large
2.	Helps to develop organizational and functional structure	3.79	1.07	75.8	Large
3.	The services provided to students are constantly increasing	3.78	1.05	75.6	Large
4.	Education Programs are increasingly updated	3.75	0.97	75.0	Large
5.	Reduction of employee irregularities and mistakes	3.74	1.03	74.8	Large
6.	Continuing decrease in work downtime	3.72	1.05	74.4	Large
7.	Proposals from staff for development	3.71	0.95	74.2	Large
8.	Continuous lifting of staff efficiency	3.70	1.10	74.0	Large
9.	Increased changes in information systems and computers	3.67	0.89	73.4	Large
10.	Continuous decrease in waste of time and resources	3.62	1.00	72.4	Large
11.	Increasing attendance of the employees	3.60	1.14	72.0	Large
12.	Decrease in employee complaints	3.60	1.05	72.0	Large
13.	Increase organizational loyalty among employees	3.50	1.08	70.0	Large
14.	Great attention to the views and suggestions of staff by the Department	3.47	1.08	69.4	Medium
15.	Decrease in turnover	3.43	0.98	68.6	Medium
Total score		3.69	0.68	73.8	Large

The data in table (3) shows the following:

- The degree of employee awareness of the reality of performance excellence at the Technical University of

Palestine (Kadoorei) was between the medium and the very large. The percentages ranged from (68.6) to (84.4). This result indicates that the level of performance

excellence is high and this indicates the University's interest in the indicators of excellence and its support to keep up with the universities around the world. The researchers attribute this to the support of the Ministry of Education and Higher Education for technical university education and focus on it during the current stage because there are many statistics that talked about the lack of technical education to meet the needs of the local community in addition to the sector's access to several projects whose main objectives were infrastructure development, curriculum development and human resources development.

- The top paragraphs were as follows: (Raise the university's status and reputation among educational institutions, help to develop the organizational structure and career, increasing the services provided to students). This is evidence of the university's interest in providing all the services that can contribute to improving its mental image among universities, in addition to developing and modernizing its specialization and offering it to special disciplines as it is a technical university that can be given the largest share of students enrolled. Which offers technical specialties.
- On the other hand, the lowest paragraphs (great attention to the views and proposals of the staff by the administration, a decrease in turnover). This is evidence of the University's interest in the views of the employees, but it needs more attention because most of the decisions and instructions are issued by the ministry. It is sometimes difficult to deal with the employees' proposals. The decline in turnover is also a positive point. This is due to the adoption by the colleges of a scholarship plan, the development of faculty members and the development of their performance, in addition to the process of evaluating performance and its consequences, which in itself is a catalyst for continued excellence.

These results are consistent with Al-Naimi et al. (2010), which concluded that the application of performance standards in their dimensions leads to excellence in higher education institutions. It also showed that there is interest in the following performance standards: leadership, strategic planning, Focusing on teaching staff, developing infrastructure, activating research and development

Table 4: Results of test (t) to indicate differences by Gender variable

The degree of employee awareness of the reality of excellence in performance at the Technical University of Palestine (Kadoorei)	Gender	The Number	Average	Deviation	T – Value	Level of Significance*
	Male	42	3.76	0.58	1.099	.2750
	Female	32	3.59	0.80		

* (Statistically significant at $\alpha = 0.05$)

Note through the data in the previous table that:

- There were no statistically significant differences at the level of significance ($\alpha = 0.05$) in the mean responses of the sample of the study towards the degree of the

activities, and developing partnerships with the public and private sectors). The study (Hadad, 2015) showed that the average culture of excellence reached (4.08). The results of the study showed that there is a significant effect on the culture of excellence in the governmental institutions that have the award in applying the evaluation criteria approved in the award.

They also agreed with the results of the study (Radi and Dakhil, 2016), which showed that there is a direct correlation between the roles of human resources and outstanding performance. It has also been shown that there is a high interest by the colleges in the results of student learning and the educational process, Accredited in the corresponding colleges at the global level, and constantly update these programs in line with the scientific developments in the field of specialization and implementation according to the planned plans, there is also an interest in the results of the focus on human resources by engaging them in specialized training courses and develop their expertise and skills, involve the largest number of faculty members in internal and external seminars and conferences and provide material and moral support for applied research.

10. RESULTS OF THE STUDY HYPOTHESES:

The main hypothesis of the study: There are no statistically significant differences at the level of significance ($\alpha = 0.05$) between the average responses of the sample of the study to the degree of perception of the employees of the reality of performance excellence at the Technical University of Palestine (Kadoorei) due to the following demographic variables (gender, Work Nature, Education level, Academic specialization, Years of Experience).

1. The results of the hypotheses related to the gender variable and states:

There were no statistically significant differences at the level of significance ($\alpha = 0.05$) between the mean responses of the sample of the study of the degree of employee awareness of the reality of excellence in performance at the Technical University of Palestine (Kadoorei) due to gender variable. In order to examine the validity of the hypotheses related to the gender variable, the T test was used for the independent samples and the results of the following table show that:

perception of the employees of the reality of performance excellence in the Technical University of Palestine (Kadoorei) due to gender variable(0.275) which is greater than (0.05).

- The researchers attribute this finding to the fact that performance indicators at the university are observed by the employees, regardless of gender, because they do similar jobs.

2. The results of the hypotheses related to the variable Work Nature and states:

There were no statistically significant differences at the level of significance ($\alpha = 0.05$) between the average responses of

Table 5: Results of test (t) to indicate the differences according to the variable Work Nature

The degree of employee awareness of the reality of excellence in performance at the Technical University of Palestine (Kadoorei)	Work Nature	The Number	Average	Deviation	T – Value	Level of Significance *
	Administrative	46	3.70	0.72	.2220	.8250
	Faculty member	28	3.66	0.63		

* (Statistically significant at $\alpha = 0.05$)

Note through the data in the previous table that:

- There were no statistically significant differences at the level of significance ($\alpha = 0.05$) in the average responses of the sample of the study towards the degree of employee perception of the reality of performance excellence at the Technical University of Palestine (Kadoorei) due to the functional level variable. The value of the significance level is (0.825) and this value is greater than (0.05).
- The researchers attributed this result to the fact that the indicators of excellence in performance at the university is observed by employees at all levels and disciplines

the sample of the study towards the degree of enhancing the employees' awareness of the reality of excellence in performance at the Technical University of Palestine (Kadoorei) due to the variable Work Nature.

In order to examine the validity of the hypotheses related to the Work Nature variable, the T test was used for the independent samples and the results of the following table show that:

and university areas and noted by all employees, regardless of the nature of their work.

3. The results of the hypotheses related to the education level variable and states:

There were no statistically significant differences at the level of significance ($\alpha = 0.05$) between the mean responses of the sample of the study towards the degree of employees' perception of the reality of excellence in performance at the Technical University of Palestine (Kadoorei) due to the variable of education level.

In order to examine the validity of the hypotheses related to the education level variable, the analysis of the mono-variance was used, and the results of the following tables illustrate this:

Table 6: Results of the analysis of the single variance to indicate the differences in the degree of recognition of the employees of the reality of performance excellence in the Technical University of Palestine (Kadoorei) attributed to the variable of education level

The degree of employee awareness of the reality of excellence in performance at the Technical University of Palestine (Kadoorei)	Source of Contrast	Total Squares	Degree of Freedom	Average Squares	F – Value	Level of Significance
	Between groups	3.662	3	1.221	2.786	*0.047
	Within groups	30.673	70	.4380		
	Total	34.335	73			

* (Statistically significant at $\alpha = 0.05$)

Note through the data in the previous table that:

- There were statistically significant differences at the level of significance ($\alpha = 0.05$) in the mean responses of the sample of the study to the extent to which the employees realized the reality of performance excellence in the Technical University of Palestine (Kadoorei) due to the education level variable. The value of the significance level is (0.047) and this value is less than (0.05).

In order to know the differences in the degree of employee perception of the performance at the Technical University of Palestine (Kadoorei), the LSD was used. The following table illustrates this:

Table 7: The results of the LDS analysis to indicate the differences in the degree of employee perception of the

reality of performance excellence at the Technical University of Palestine (Kadoorei) due to the variable of education level

Education Level	Diploma	BA	M.A.	Ph.D.
Diploma	***	- 0.57916*	- 0.54954*	- 0.43521
BA	***	***	.029610	.143940
M.A.	***	***	***	.114330

* (Statistically significant at $\alpha = 0.05$)

From the previous table, there are differences between the level of diploma on the one hand and the levels of bachelor and master on the other and for the higher levels. The researchers attribute this finding to the fact that the higher the individual level of education, the greater the knowledge of the degree of awareness of employees to the reality of

performance excellence which is an important requirement in administrative and educational work.

4. The results of the hypotheses related to the variable academic specialization and states:

There were no statistically significant differences at the level of significance ($\alpha = 0.05$) between the average responses of the sample of the study towards the degree of employee

Table 8: Results of the test (T) to indicate the differences according to the variable of academic specialization

	Specialization	The Number	Average	Deviation	T – Value	Level of Significance *
The degree of employee awareness of the reality of excellence in performance at the Technical University of Palestine (Kadoorei)	Applied Sciences	41	3.60	0.66	-1.267	.2090
	Human sciences	33	3.80	0.70		

* (Statistically significant at $\alpha = 0.05$)

Note through the data in the previous table that:

- There were no statistically significant differences at the level of significance ($\alpha = 0.05$) in the mean responses of the sample of the study towards the degree of employee perception of the reality of performance excellence in the Technical University of Palestine (Kadoorei) due to the specialization variable where the value of the significance (0.209) which is greater than (0.05).
- The researchers attribute this finding to the similarity of laws, indicators and instructions applied to the two disciplines of humanities and applied sciences.

Table 9: Statistical averages and standard deviations of the variable Years of Experience

	Source of Contrast	Total Squares	Degree of Freedom	Average Squares	F – Value	Level of Significance*
The degree of employee awareness of the reality of excellence in performance at the Technical University of Palestine (Kadoorei)	Between groups	2.351	3	0.784	1.715	0.172
	Within groups	31.984	70	.4570		
	Total	34.335	73			

* (Statistically significant at $\alpha = 0.05$)

Note through the data in the previous table that:

- There were no statistically significant differences at the level of significance ($\alpha = 0.05$) in the average responses of the sample of the study towards the degree of employee perception of the reality of performance excellence at the Technical University of Palestine (Kadoorei) due to variable years of service(0.172) which is greater than (0.05).
- The researchers attribute this finding to the fact that employees' sense of performance is not affected by their different levels of Years of Experience.

11. RESULTS

- The degree of employee awareness of the reality of performance excellence at the Technical University of Palestine (Kadoorei) was between the medium and the very large. The percentages ranged from (68.6) to (84.4). This result indicates that the level of performance

awareness of the reality of excellence in performance at the Technical University of Palestine (Kadoorei) due to the variable of academic specialization.

In order to examine the validity of the hypotheses related to the specialization variable, the T test was used for the independent samples and the results of the following table show that:

5. The results of the assumptions related to the variable Years of Experience and provides:

There were no statistically significant differences at the level of significance ($\alpha = 0.05$) between the average responses of the sample of the study to the extent of the employees' perception of the reality of performance excellence at the Technical University of Palestine (Kadoorei) due to the variable Years of Experience.

In order to examine the validity of the hypotheses related to the variable Years of Experience, the analysis of the single variance was used, and the results of the following tables show that:

excellence is high and this indicates the University's interest in the indicators of excellence and its support to keep up with the universities around the world.

- The top paragraphs were as follows: (Raise the university's status and reputation among educational institutions, help to develop the organizational structure and career, increasing the services provided to students). This is evidence of the university's interest in providing all the services that can contribute to improving its mental image among universities, in addition to developing and modernizing its specialization and offering it to special disciplines as it is a technical university that can be given the largest share of students enrolled, which offers technical specialties.
- On the other hand, the lowest paragraphs (great attention to the views and proposals of the staff by the administration, a decrease in turnover). This is evidence of the University's interest in the views of the

- employees, but it needs more attention because most of the decisions and instructions are issued by the ministry. It is sometimes difficult to deal with the employees' proposals. The decrease in turnover is also a positive point. This is due to the fact that the colleges adopt a scholarship plan, develop faculty members and monitor their performance development, in addition to the process of evaluating performance and its consequences, which in itself is a catalyst for continued excellence.
- There were no statistically significant differences at the level of significance ($\alpha = 0.05$) in the mean responses of the sample of the study towards the degree of employee perception of the reality of performance excellence at the Technical University of Palestine (Kadoorei) due to gender (gender, career level, specialization, years of service).
 - There were statistically significant differences at the level of significance ($\alpha = 0.05$) in the average responses of the sample of the study towards the degree of employee awareness of the reality of performance excellence at the Technical University of Palestine (Kadoorei) due to the education level variable between level (Diploma) On the other hand, and for the higher levels, the researcher attributed this finding to the fact that the higher the level of the educational individual the greater the knowledge of the degree of awareness of the employees to the reality of performance excellence as an important requirement in administrative and educational work.

12. RECOMMENDATIONS

In the light of the previous results of the study, the researcher recommends the following:

- The University should adopt policies that encourage scientific research and knowledge preservation through the provision of budgets to support scientific research projects and the promotion of creative ideas.
- The need to strengthen the role of exchanging Years of Experiences and knowledge with local, regional and international universities in order to enhance knowledge and preserve it and provide modern and advanced scientific techniques and use them in administrative and academic work at the university.
- To benefit from the Years of Experiences of developed countries in the field of scientific research and the development of its institutions and educational institutions through the signing of international agreements to exchange Years of Experiences with developed countries in the fields of education and scientific research.
- Providing the opportunity for employees to participate in conferences, seminars, care, appreciation, and push them towards excellence by providing material and moral incentives, which increase their giving and the explosion of their creative energies.

- The need to spread the idea and culture of excellence and quality in the universities and encourage them to adopt standards of quality and excellence.
- The use of universities with Years of Experience and Years of Experience from international institutions in the issuance of models to manage excellence to compete and obtain certificates and awards of excellence.
- The importance of universities to adopt the philosophy of excellence management in order to improve the level of performance and raise the level of productivity and improve the quality and excellence of outputs.

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