

# Intermediate Role of Operations Standard in the Relationship between the Focus on Benefiting Students and Students Satisfaction in Palestinian Universities

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**Abstract:** The study aimed to identify the intermediate role of the standard of operations in the relationship between the focus on students and beneficiaries in achieving satisfaction of students in Palestinian universities. The study used the analytical descriptive method. The study was conducted on university leadership in Al-Azhar, Islamic and Al-Aqsa Universities. The study sample consisted of (200) individuals, 182 of whom responded, and the questionnaire was used in collecting the data. The results of the study were as follows: - There is a statistically significant effect on the adoption of the criterion of focus on the students benefiting to achieve the satisfaction of students in the Palestinian universities, where the value of R Square (35.3%), there is a statistically significant effect on the adoption of the criterion of focus on the students benefiting on the use of the standard of operations in Palestinian universities. The value of the R Square is (62.8%), there is a statistically significant impact of the criterion of operations on the satisfaction of students in Palestinian universities. Where the value of the R is (36.2%), there is a significant effect on the adoption of the criterion of emphasis on students benefiting from the satisfaction of students in Palestinian universities with the existence of the standard of operations as an intermediary variable. The role of the mediator in the relationship between the adoptions of the criterion of focus on the students benefiting to achieve the satisfaction of students in Palestinian universities was revealed through the use of Path Analysis. The study presented a number of recommendations, the most important of which is: to increase the focus of the universities on students and beneficiaries in a manner appropriate to achieve the objectives of the university on the one hand, and students and beneficiaries on the other, and in line with the approach of quality and excellence, the universities more attention to the management of operations through the design and development of programs Academic and internal services according to the needs of students, and improving processes in innovative ways to generate added value for students and beneficiaries, the universities have made more efforts to create satisfaction among students and beneficiaries by developing internal performance indicators to measure student satisfaction, Students and other university beneficiaries periodically to improve their satisfaction.

**Keywords:** Operations Standard, the Focus on Benefiting Students, Students Satisfaction, Palestinian Universities

## 1. INTRODUCTION

The TQM method is one of the most modern management methods in business performance and management in a modern manner that surpasses all traditional management methods. This concept is based on meeting the needs of customers or beneficiaries within and outside the establishment or organization and their expectations, through continuous improvement and development of all levels of the enterprise or organization of each individual in the organization.

The experts have benefited from these principles of TQM in the formulation of concepts and principles of higher education institutions, adopted by many institutions of higher education based on the criteria of the Malcom model of the national quality scale in 2004, which was built on a set of values and concepts that are mainly In the core of the ideas and behaviors of institutions with outstanding performance. These core values include creative leadership, personal and organizational learning, faculty assessment, staff, internal and external community, speed of mind, focus on the future, management aimed at innovation , Management's reliance on

facts, focus on results, and create serious values and an organized vision.

Distinguished universities design, manage and improve operations in order to support their policy and strategy, with full satisfaction to create value for employees, students and other stakeholders (EFQM, 2013). It also encourages students and stakeholders to succeed in the long-term labor market, including how to listen to students' voices, build relationships with students and other beneficiaries, and use information from students and other beneficiaries to improve and define opportunities for innovation (NIST, 2014). In order to achieve distinguished universities with comprehensive results in their performance with respect for students and beneficiaries and the labor market,

Based on the above, this study is considered one of the few studies aimed at answering the following main question: "What is the impact of the intermediate role of the standard of operations on the relationship between the focus on students benefiting and the satisfaction of students in Palestinian universities?"

**Q1-**: Is there an impact on the adoption of the criterion of emphasis on students benefiting from the achievement of student satisfaction in Palestinian universities?

**Q2-**: Is there an impact on the adoption of the criterion of emphasis on students benefiting from the use of the standard of operations in Palestinian universities?

**Q3-**: Is there an impact on the adoption of the standard of operations on the satisfaction of students in Palestinian universities?

**Q4-**: Is there an impact on the adoption of the criterion of focus on the students benefiting to achieve students' satisfaction with the existence of the criterion of operations as an intermediate variable in the Palestinian universities?

## 2. RESEARCH IMPORTANCE

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

1. To provide the Palestinian universities with the availability of the standard of operations as a standard of quality and international excellence.
2. Drawing the attention of Palestinian universities to the degree of interest in students and beneficiaries and the results of this focus
3. To provide recommendations and proposals documented and derived from the field study to help senior management in Palestinian universities to apply the method of excellence in their performance.
4. This study may contribute to drawing the attention of researchers to carry out many studies and researches in modern administrative curricula and apply them to vital sectors such as the higher education sector.

## 3. RESEARCH OBJECTIVES

This study aims to achieve the following objectives:

1. Contribute to the recognition of the degree of adoption of the criterion of focus on the students benefiting, the adoption of the standard of operations, the level of satisfaction of students in Palestinian universities.
2. To reveal the impact of adopting the criterion of focus on the students benefiting to achieve the satisfaction of students in Palestinian universities.
3. Identify the impact of adopting the criterion of focus on the students benefiting from the use of the standard of operations in Palestinian universities.
4. Know the impact of adopting the standard of operations on the satisfaction of students in Palestinian universities.
5. Contributing to the disclosure of the intermediate role of the standard of operations in the relationship between adopting the criterion of focus on the students benefiting and achieving satisfaction of students in Palestinian universities.

## 4. RESEARCH HYPOTHESIS

**Ho 1:** There is a statistically significant effect at the level of ( $\alpha \leq 0.05$ ) to adopt the criterion of focus on students

benefiting to achieve satisfaction of students in Palestinian universities.

**Ho 2:** There is a statistically significant effect at the level of ( $\alpha \leq 0.05$ ) to adopt the criterion of focus on students benefiting from the use of the standard of operations in Palestinian universities.

**Ho 3:** There is a statistically significant effect at the level of ( $\alpha \leq 0.05$ ) to adopt the criterion of operations to achieve satisfaction of students in Palestinian universities.

**Ho 4:** There is a statistically significant effect at ( $\alpha \leq 0.05$ ). The criterion of emphasis on students benefiting from the satisfaction of students in Palestinian universities is the existence of the standard of operations as an intermediate variable.

## 5. RESEARCH LIMITS AND SCOPE

The limitations of the study:

**Subject Limitation:** The study was limited to revealing the intermediate role of the standard of operations in the relationship between adopting the criterion of focus on the students benefiting and achieving the satisfaction of students in the Palestinian universities.

**Place Limitation:** the application of the study to the Palestinian universities (Islamic, Al-Azhar and Al-Aqsa).

**Human Limitation:** Data were collected from the holders of administrative positions in the universities under study.

## 6. THEORETICAL FRAMEWORK

### First: Focus on Beneficiaries:

The Malcolm model of the American curriculum defined beneficiaries in higher education institutions as students, parents, society, government, and employers (Badri et al., 2006). While the European model defined beneficiaries as students as key beneficiaries, parents, employees, partners, financiers, and government (Egan, 2003). Distinguished universities encourage students and stakeholders to succeed in the labor market over the long term, including how to listen to students' voices, build relationships with students and other beneficiaries, and use information from students and other beneficiaries to improve and define innovation opportunities (NIST, 2014). The Malcolm model of the American curriculum defined beneficiaries in higher education institutions as students, parents, society, government, and employers (Badri et al., 2006). While the European model defined beneficiaries as students as key beneficiaries, parents, employees, partners, financiers, and government (Egan, 2003). Distinguished universities encourage students and stakeholders to succeed in the labor market over the long term, including how to listen to students' voices, build relationships with students and other beneficiaries, and use information from students and other beneficiaries to improve and define innovation opportunities (NIST, 2014).

This criterion consists of the following two sub-criteria:

1. The needs of students and beneficiaries, through:

- The University has a clear strategy in the process of attracting and selecting target students.
  - Representing students within the various councils in the university.
  - Follow-up social media, to identify students' perceptions and problems.
  - Use available data from students 'and beneficiaries' complaints and feedback to improve services provided to them.
  - Comparison of students' satisfaction in college or university with students of other colleges or universities.
2. Encourage students and beneficiaries through:
- Identify the needs of students and other beneficiaries in the preparation of academic programs and services.
  - Encourage students to express their opinion about the academic services and programs offered.
  - Define the basic requirements for student and beneficiary support and application.
  - Identify student groups and appropriate market sectors to monitor university growth.

#### **Second: Standard Operations:**

Distinguished universities design, manage, and improve operations in order to support their policy and strategy, with full satisfaction to create value for employees, students and other stakeholders (EFQM, 2013).

#### **This criterion consists of the following sub-criteria:**

1. Process design and management methodology, through:
  - Identify and design the necessary processes to implement the university policy and strategy and achieve its objectives.
  - The University's interest in accomplishing the work according to the comprehensive quality systems and standard specifications.
  - Clearly define powers and responsibilities when performing operations.
2. Improve processes in innovative ways to generate value for students and beneficiaries through:
  - Developing new processes, teaching methods, and new university management.
  - Encourage the university to creatively innovate in the quality and diversity of services provided.
  - Motivate innovative creative talents for employees, students and stakeholders to help with new improvements.
3. Design academic programs and develop internal services according to students' needs through:
  - Use market research and student questionnaires to identify needs and perceptions of the current situation.

- Design and develop new specialties as needed: students, beneficiaries, and employers.
- Predict the impact of modern technology on the development of new disciplines.
- Use creativity and innovation to develop new teaching styles and services.

#### **Third: Student satisfaction:**

It measures outstanding universities and comprehensively achieves outstanding performance results while respecting students, beneficiaries and the labor market. This criterion consists of the following two criteria (EFQM, 2013):

1. Measuring the perception of students and other beneficiaries in the university, for example:
  - Employees are flexible and responsive to their needs.
  - Providing the university with a quality educational process.
  - Providing the university with educational programs that are suitable for the students' aspirations and the labor market.
  - The focus of study plans is on developing students' practical skills.
  - The university uses a variety of methods to evaluate students' learning outcomes (exams, research, labs .....).
2. Performance Indicators - Internal university standards to monitor student satisfaction, eg:
  - Providing the university with suitable services for students (medical clinic, playgrounds, cafeteria ...).
  - There is mutual trust between students and university employees.
  - The university deals with student complaints seriously and finding quick solutions to them.
  - Providing advanced and advanced courses.
  - Providing excellent educational services.

#### **7. LITERATURE REVIEW**

- Study of (El Talla et al., 2019) aimed at identifying the intermediate role of applying the criterion of focus on human resources in the relationship between adopting the leadership standard in the international models of quality and achieving job satisfaction among the workers in the Palestinian universities. The study used the analytical descriptive method. The study was conducted on the university leadership in (Islamic University, Al-Azhar University, Al-Aqsa University), the study population consisted of (416) individuals. The study sample consisted of (200) individuals, 182 of whom responded, and the questionnaire was used in collecting the data. The study reached a number of results, the most important of which is: The level of Palestinian universities' adoption of the criterion of concentration on human resources got a high degree to

some extent. The level of job satisfaction among the workers in the Palestinian universities studied was high due to the statistically significant effect of the leadership criterion on employee satisfaction. The focus on human resources, the existence of a statistically significant impact on the adoption of the criterion of concentration on human resources to achieve job satisfaction in Palestinian universities, the standard focus on human resources partly mediated the relationship between adopting the standard of leadership and achieving job satisfaction for Palestinian universities' employees. The study presented a number of recommendations, the most important of which is: increasing interest in the application of the leadership criterion as a basic guide for excellence in universities, the development of human resources in universities and increasing the focus on them; work on creating job satisfaction among university employees by creating a positive atmosphere and providing them with material and moral motivation.

- Study of (Al Shobaki et al., 2019) aimed to identify the intermediate role of knowledge and information management in the relationship between adopting the strategy criterion and improving the overall performance. The study used descriptive analytical method. The study was conducted on the university leadership in Al-Azhar, Islamic and Al-Aqsa Universities. The study population consisted of (416) individuals and sample study consisted of the (200) individuals (182) individuals responded, and the questionnaire was used in the collection of data. The study reached a number of results, the most important of which were: The level of adoption by the Palestinian universities of the strategy criterion was very high. The level of adoption by the Palestinian universities of the knowledge and information management standard was very high. The overall performance level in the Palestinian universities under study was significant. The overall performance of the universities has a statistically significant impact on the adoption of the strategy criterion on knowledge and information management. There is a statistically significant impact of the adoption of knowledge and information management on improving overall performance in Palestinian universities. This information partially mediates the relationship between adopting the strategy standard and improving overall performance in Palestinian universities. The study presented a number of recommendations, the most important of which is: Greater attention to the application of the strategy criterion as a basic guide for excellence in universities. Developing information systems in universities and improving the mechanism of information exchange and knowledge. Work on developing the overall performance of universities through adopting international excellence models.

- Study of (Al Shobaki et al., 2018) aimed to identify the performance of the administrative staff in the Palestinian universities in Gaza Strip. The researchers used the analytical descriptive method through a questionnaire distributed randomly to the sample of 320 administrative staff from the three universities. The response rate was (81.87%). The study reached a number of results, the most important of which is that there is a high level of performance from the point of view of the administrative staff, as the percentage reached (81.51%). The results showed that there were no differences in the perception of the employees according to the variables "age, years of service, job level (manager, head of department, administrative, Workplace". The results showed that there are differences in the perception of employees to perform the function depending on the university variable, where the results indicated that there are statistically significant differences between the Islamic University and Al-Aqsa University in the job performance in favor of the Islamic University. The study reached a number of recommendations, the most important of which is that the managements of the three Palestinian universities in Gaza Strip should give special attention to job performance in general and Al-Aqsa University and Al-Azhar University in particular. The Employees of universities should have the opportunity to participate in decision-making. The Management of the three universities should keep interest in continuous improvement of the performance of their employees. Enhancing the periodic evaluation of the job performance, informing employees about their evaluations, and giving them the chance to express their opinion about it. Solving employees' problems and giving them the opportunity to contribute in solving their own problems. And the use of the staff rotation method periodically.
- Study of (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 the dominant pattern of leadership and empowering university staff.

- Study of (El Talla et al., 2018) the study was designed to identify the reality of applying the leadership standard in the international quality models in Palestinian universities. The study used the analytical descriptive method. The study was conducted on the university leadership in Al-Azhar and Islamic Universities. The study population consisted of 282 individuals. 119 individuals responded, and the questionnaire was used for data collection. The study has reached a number of results, the most important of which is the existence of a high level of results of university performance in the Palestinian public universities operating in the southern governorate in the following order: performance results for students and beneficiaries, performance outcomes in relation to society and finally: performance results in relation to human resources. The study presented a number of recommendations, the most important of which is: increasing the interest of universities in the university staff by providing them with job security and increasing their participation in decision making, increasing the interest of the local community through activating the continuing education departments and partnerships with the private sector, increasing the interest of students and beneficiaries by providing an educational environment and appropriate learning and

academic programs that meet the needs of the labor market.

- 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 employees from the surveyed universities. The response rate was (85.79%). The study reached a number of results, the most important of which is that there is a high degree of satisfaction with the nature of work prevailing in the Palestinian universities in Gaza Strip from the point of view of the administrative staff, where the percentage was (68.15%). There is 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 the dominant pattern of leadership and empower university Employees.
- Study of (Madi et al., 2018) aimed to identify The Organizational Structure and its impact on the dominant 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.

- Study of (Abu Sultan et al., 2018) aimed to identify the Dominant Pattern 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 (El Talla, 2017) aimed to investigate the relationship between the organizational variables and job performance at Gaza strip Universities, the organizational variables included: communication style, nature of work, the technology used. And it aimed to identify the extent of differences statistically significant in employees trends toward the reality of organizational variables attributed to some characteristics of the study population. The data has been collecting using a questionnaire consisting of (50) paragraphs. The questionnaire was distributed randomly to (320) employees of the administrative staff in Gaza strip universities; (262) employees responded, and the results showed the availability of a high degree of organizational variables in Gaza Universities, the order of variables were as follows: the technology used, the nature of work, and finally communication style, and it showed a high level of job performance, in addition the results showed a significant correlation between organizational variables and job performance, and there was existence of differences in the perception of the organizational variables depending on the university, for the benefit of the Islamic university, and differences between AlAzhar University and Alaqsa University for the benefit of Al-Azhar University, as results showed no differences between the sample depending on the variables: the functional level and the workplace .  
Keywords: organizational variables, communication style, work nature, used technology, job performance.
- Study of (El Talla, 2015) aimed to investigate the reality of the burnout among Gaza electricity distribution company workers, which included burnout dimensions: Emotional exhaustion, Depersonalization, and Personal accomplishment. And aimed to the organizational causes of burnout, and it aimed to identify the extent of differences statistically significant trends in working toward the reality of burnout attributed to some demographic and organizational characteristics of the study population. The data has been collecting using a Maslach Burnout Inventory (MBI) consisting of (22) items. And the questionnaire of organizational causes of burnout consisting of (31) items. The questionnaires

were distributed randomly to (69) worker, the results showed that the availability of a medium degree of burnout in the company, and that there is high availability of Emotional exhaustion scope, average degree for Depersonalization scope and low degree of Personal accomplishment scope. Also the results showed the existence of organizational causes for burnout among workers with the exception of the area of social relations, which was moderately and was the order of the causes are as follows (the weakness of physical stimulation, the limited powers of the work, work stress, conflict of values, poor social relationships). The results showed no differences between the samples due to the variables of gender, age, 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 workers.

- Study of (Smulowitz, 2015) aimed at identifying the potential impact of performance indicators on the perceived outcome of organizational change to understand differences in stakeholder views. The data were collected by interviewing 32 participants from four departments to support educational services and a group of senior Leadership University. The results indicated that the two implementers failed to assess employee satisfaction, contribute to the implementation process, and performance indicators can be the main vision for successful change efforts.
- Study of (Moradzadeh, 2015), which aimed to identify the feasibility of applying the European model of excellence in higher education institutions. The descriptive method was used in the study. The data were collected from 22 educational zones through a random sample of (345), Middle, managers and staff, in all educational units. The results showed that the institutions of higher education under study applied well the elements of the European model of excellence, and that three main elements influencing the implementation of the criteria of the European model of excellence are the stakeholders, leadership and structure. The results also showed the need to develop a model that takes into account the local culture and other environmental factors and that standards of enterprise enable the results of beneficiaries, employee outcomes, community outcomes, and key performance outcomes.
- 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 workers in decision-making. It aimed to identify the extent of differences statistically significant trends in working toward the reality of organizational climate attributed to some demographic and organizational characteristics of

the study population. The data has been collecting using a questionnaire. The questionnaire was distributed at random-layer sample to (77) male and female employees of the administrative staff in the university; The results showed that the availability of a medium degree of organizational climate at the Al-Azhar University with percentage (66.64 %), and that there is availability of the 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 workers in decision-making The results showed no differences between the samples due to the variables of gender, age, years of service in their perception of organizational climate, while there are significant differences in the perception of the reality of organizational climate depending on the variable qualification in the areas of (organizational structure, the extent of participation in decision-making and in the total scope of organizational climate ); and that differences were in favor of holding a diploma, the differences did not exist in the scope the dominant pattern of leadership .

- Study of (Shirvani et al., 2011), which aimed at evaluating the performance of medical science universities based on the European model of excellence. This study was conducted between 2012 and 2011. The study was applied to a sample of 13 universities. The educational work of the nine standards of the model by a radar methodology through the managers who received the training. The results showed that all universities scored higher than 200/1000, while one university obtained 350/1000, and that the differences between the quality criteria and the performance results were between 19.4 and 102.5. The main performance results were higher and the results of the society the results indicated that there are no significant differences between the results and the possibilities and the nine criteria of the model according to the university variable. The study recommended that the Iranian medical universities plan and implement improvement projects for all standards, especially the results criteria.
- 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 employees 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 needs for the managers of the NGO to explain and clarify the vision of the organization, its values and goals for subordinates.

- Study of (Adel, 2009) aimed at identifying the most important factors that lead to higher performance of Egyptian higher education institutions, achieving distinct results, identifying strengths and areas that need improvement to achieve sustainable excellence, and using questionnaire to collect data. The study found that the Egyptian higher education institutions have substantial potential (leadership, personnel, strategy, resources, partnership, and processes) that directly affect their results (employee satisfaction, user satisfaction, impact on society, and performance outcomes). Will improve the overall excellence of Egyptian higher education institutions.

#### **Methodology of the study:**

**The study method:** Based on the nature of the study and the objectives that it sought to achieve, the study used descriptive analytical method, which depends on the study of the phenomenon as it exists in reality and is concerned as a precise description and expressed in qualitative and quantitative terms. The qualitative expression describes the phenomenon and explains its characteristics. Quantitative expression gives us a numerical description shows the amount or size of this phenomenon and its degree of correlation with other phenomena.

#### **Society and Study Sample:**

The sample of the study was selected using the method of class randomization as one of the statistical methods used to be representative of the study society. The study sample was composed of all employees holding managerial positions in the Palestinian universities under study (Islamic University, Al-Azhar University, and Al-Aqsa University). According to the rules of scientific research in the selection of samples,

where the size of the sample was (200), and the questionnaires were distributed manually, where the recovered and valid questionnaires for statistical analysis was (182) questionnaire, and selected sample survey of (32) questionnaires outside of the study sample, and statistical analysis was carried out to verify the validity and reliability of the questionnaire.

**Study tool:** To achieve the objective of the study, the current study was used as a study tool in the collection of data related to the subject of the study, which was prepared and developed based on the criteria set by the researchers in the literature and previous studies. The questionnaire appeared in three areas: The field of student satisfaction may be (9) paragraphs, and the questionnaire was presented to a group of arbitrators with the competence to guide their views on the adequacy of paragraphs of the questionnaire for the purpose of them , As well as to check D) The correctness and clarity of the language. The five-point Likert scale is used to mean the degree of improvement (very large - 5 degrees, large - 4 degrees, medium - 3 degrees, low - 2 degrees, very low - one degree).

**Statistical Processes:** The statistical Package of Social Sciences (SPSS) were also used. Macro Process v2.15 was also used. The following statistical methods were used: percentages, frequencies, arithmetic mean, Cronbach's Alpha test, ), Kolmogorov-Smirnov Test, Pearson Correlation Coefficient, T-test, Simple Linear Regression, Multiple Regression, Path Analysis.

**Believe the study tool:** The validity of the study instrument has been verified using the internal consistency method to measure the correlation strength between the scores of each area of the field with the total score of the field to which it belongs.

The results indicated that the first area, the "focus criterion on the students," was directly correlated with all the paragraphs it measured. The correlation coefficients ranged between (0.726 - 0.859). The second area, the "operation criterion" was directly correlated with all the paragraphs that measured it, (0.707 - 0.912), while the third area, "student satisfaction", was directly correlated with all the paragraphs that measured it. The correlation coefficients ranged between (0.574 - 0.847) All of which are statistically significant ( $\alpha = 0.01$ ) and indicate the correlation of the paragraphs that measure the first field in their field, which means that they are internally consistent with the field you measure, which is essential in measuring.

**Stability of the study instrument:** The stability of the study questionnaire was verified by the Cronbach's Alpha Coefficient. The results shown in the previous table show that the value of the Cronbach alpha coefficient was high for all areas of the study instrument, ranging from 0.910 to 0.950, The Cronbach's Alpha Coefficient between (0-1) and the closer to the one indicated the existence of high stability and the closer to zero indicated the lack of stability, which means that the questionnaire has a high stability.

**Table 1:** Stability of the study instrument



No.	Dimension	No. Of Items	Cronbach's Alpha
1.	Standard focus on student beneficiaries	9	0.927
2.	Standard operations	10	0.950
3.	Student Satisfaction	9	0.910

**Natural distribution test (Kulmgrove-Smernov test)**

The researchers used the Kulmgrove-Smarnoff test to determine whether the data follow normal distribution or not, a necessary test in the case of hypothesis testing, since most laboratory tests require that data be distributed naturally. Table (2) shows the results of the test where it was found that the value of the significance level for each field is greater than 0.05 (sig.> 0.05). This indicates that the data

follow the normal distribution and the scientific tests should be used.

**Table 2:** Natural distribution test

No.	Dimension	Sig.
1.	Standard focus on student beneficiaries	0.504
2.	Standard operations	0.671
3.	Student Satisfaction	0.350

**Answer the study questions and test hypotheses:**

**Answer to the study questions: The main axes of the study were analyzed by calculating the arithmetic averages, percentages and T test of the sample per axis.**

**Table 3:** Results of analysis of the basic dimensions of the study

No.	Dimension	Mean	S. D.	T – Test	Sig.	%
1.	Standard focus on student beneficiaries	3.476	0.707	9.081	0.000	69.52 %
2.	Standard operations	3.597	0.717	11.226	0.000	71.93 %
3.	Student Satisfaction	3.748	0.840	12.025	0.000	74.97 %

It is clear from the previous table that the level of adoption by the Palestinian universities for the criterion of focus on the students was intermediate, with an average of 3.476 and a percentage of 69.52%. The standard deviation indicates that the respondents' responses were not significantly different and were close to their arithmetic mean the standard deviation was (0.707). The level of adoption by the Palestinian universities for the standard of operations came to a great extent, with an average of 3.597 and a percentage of 71.93%. The standard deviation indicates that the respondents' responses were not significantly different and were close to their arithmetic mean where he reached the slope (3.717) and a percentage of (74.97%). The standard deviation indicates that the respondents' responses were not significantly different and were close to one another. Around its arithmetic mean where it reached the standard deviation (0.840).

**Test hypothesis of the study:**

In order to test the hypotheses of the study was performed simple regression, and the use of the (F) to identify the significance of the model as a whole. The ability of the model to interpret the relationship between independent variables and dependent variables was used. For Beta parameters, it was used to determine the expected change in

the dependent variable Because of the change in one unit of the independent variable. The data were also confirmed to be suitable for the regression analysis assumptions by the absence of a multiple linear correlation between the independent variables "Multi-Collinearity" given the variance inflation factor (VIF) and Tolerance test for the independent variables, Problems with high correlation between independent variables.

**Firstly- As a result of the first hypothesis, which states that "there is a significant statistical effect at the level of ( $\alpha \leq 0.05$ ) to adopt the criterion of emphasis on students benefiting to achieve the satisfaction of students in Palestinian universities."**

The results shown in Table (4) revealed that the value of (F) for the full model was (98.200) and the probability value (0.000) which is a statistically significant value at ( $\alpha \leq 0.05$ ) indicating the significance of the model as a whole. As well as the value of the selection factor (R Square) was (35.3%), indicating that (35.3%) of students' satisfaction is due to the adoption of the criterion of focus on the students benefiting in the universities in question and the rest due to other variables that affect the overall performance. The correlation coefficient of the model was (0.552) indicating a strong positive relationship.

**Table 4:** Result of the first hypothesis test

Dimension	Student Satisfaction		
	Beta	T- Test	Sig.
Standard focus on student beneficiaries	0.705	9.910	0.000
<b>R</b>	<b>R Square</b>	<b>F Change</b>	<b>Sig. F Change</b>
<b>0.594</b>	0.353	98.200	0.000

As it reached the value of the coefficient Beta (0.705), T-Test (9.910) and statistical significance (0.000), which is a

statistically significant value at ( $\alpha \leq 0.05$ ). The first hypothesis can be accepted: at a level of (0.05 a) to adopt

the criterion of focus on students benefiting to achieve satisfaction of students in Palestinian universities. The researchers attribute this to the fact that the students and the beneficiaries in the universities constitute one of the two parties to the educational process at the university, where they form the external client of the university, and that the focus on them creates satisfaction with them, which creates a positive image of the university and thus as a marketing tool for the university. And to make them suitable for the labor market, and thus positively affects parents on the one hand, and the community and labor market on the other, and leads to an improvement in the enrollment of students to join the university, and thus increase their financial income and improve their financial performance and macro.

This finding was consistent with the studies of Badri & Selim (2006) and (2009), which showed the strong relationship between the focus on students and beneficiaries and the results of university performance.

**Second- As a result of the second hypothesis, which states that "there is a significant statistical effect at the level ( $\alpha \leq 0.05$ ) to adopt the criterion of focus on the student's beneficiaries on the use of standard operations in Palestinian universities."**

The results shown in Table (5) revealed that the value of (F) for the full model was (303,750) and the probability value (0.000) which is statistically significant at ( $\alpha \leq 0.05$ ) indicating the significance of the whole model. As well as the value of the selection factor (R Square) was (62.8%). This is due to the adoption by the Palestinian universities of the criterion of focus on the students benefiting from it and the rest due to other variables. The correlation coefficient of the model was (0.792) demonstrating a strong positive relationship.

**Table 5:** Result of the second hypothesis test

Dimension	Standard operations		
	Beta	T- Test	Sig.

**Table 6:** Result of the third hypothesis test

Dimension	Student Satisfaction		
	Beta	T- Test	Sig.
Standard operations	0.704	10.100	0.000
R	R Square	F Change	Sig. F Change
0.601	0.362	102.010	0.000

Where the value of Beta is (0.704), and the value of (T-Test) is (10.100) and the statistical significance of Sig is (0.000) which is a statistical value at the level of significance ( $\alpha \leq 0.05$ ), and from that we can accept the third hypothesis: "There is a statistically significant impact at the level of ( $\alpha \leq 0.05$ ), to adopt the criterion of operations to achieve satisfaction of students in Palestinian universities." The researchers point out that the universities perform their operations efficiently in all aspects, especially the academic

focus on student beneficiaries	0.803	17.428	0.000
R	R Square	F Change	Sig. F Change
0.792	0.628	303.750	0.000

As it reached the value of the coefficient of Beta (0.803), T-Test (17.428) and statistical significance (0.000), which is a statistically significant value at the level of ( $\alpha \leq 0.05$ ). The second hypothesis can be accepted: "There is a statistically significant effect at ( $\alpha \leq 0.05$ ) to adopt the criterion of emphasis on students benefiting from the use of the standard of operations in Palestinian universities." The researchers attributed this to the fact that the nature of operations in universities is the academic aspect in particular, which focuses on the students and beneficiaries and the provision of educational and educational services to them in order to qualify them to the labor market efficiently and effectively?

This finding was agreed with Calvo-Mora & Roldan (2006), which showed that leadership leads to the development of excellence in results across operations. And studies by: Calvo-Mora & Roldán: 2006), (2009Adel :), Moradzadeh: 2015) which showed a significant relationship between processes and the results of university performance.

**Third- As a result of the third hypothesis, which states that "there is a significant statistical effect at the level ( $\alpha \leq 0.05$ ) to adopt the standard of operations to achieve the satisfaction of students in Palestinian universities."**

The results shown in Table (6) revealed that the value of (F) of the full model was (102.010), and the probability value (0.000) which is statistically significant at ( $\alpha \leq 0.05$ ) indicating the significance of the whole model. As well as the value of the selection factor (R Square) was (36.2%), indicating that (36.2%) of student satisfaction was due to the adoption by Palestinian universities of the standard of operations and the rest due to other variables. The correlation coefficient of the model was (0.601) Demonstrates a strong positive relationship.

side necessarily leads to providing students with educational services that they joined the universities for them and thus achieve their satisfaction.

This finding was consistent with the studies of both: Calvo-Mora and Roldán (2006), Badri and Selim (2006), (2009), Moeini & Abadi & Afrasiabi (2015)), all of which agreed on a positive relationship between the criteria Quality and performance results.

**Fourthly-** As a result of the fourth hypothesis, which states that "there is a statistically significant effect at the level of ( $\alpha \leq 0.05$ ) to adopt the criterion of emphasis on the students benefiting to achieve the satisfaction of students in Palestinian universities with the existence of the standard of operations as an intermediate variable."

In order to identify the intermediate role of the criterion of procedures in the relationship between the adoption of the criterion of focus on the students benefiting to achieve satisfaction of students in Palestinian universities, the path analysis was used, where the initial verification of some preconditions to test the intermediate role of the variable, which is significant. The tests for the three previous

hypotheses, which were confirmed by their significance, indicated that all tests were statistically significant at the level of significance ( $\alpha \leq 0.05$ ),

After checking the previous conditions, the overall effect on the model is divided into two main parts that can be presented as follows: 1) Direct effect of the independent variable on the dependent variable. 2) Indirect effect of the independent variable on the dependent variable with the existence of the intermediate variable. The indirect effect is tested using the Sobel test, until the mean variable is determined for the relationship between the independent variable and the dependent variable.

**Table 7:** Result of the fourth hypothesis test

Dimension		Student Satisfaction		
		Beta	T- Test	Sig.
Standard focus on student beneficiaries		0.375	3.325	0.001
Operations		0.441	3.696	0.000
R		R Square	F Change	Sig. F Change
0.632		0.399	59.383	0.000
Effect Size Measurement				
	Effect Size	Test Value	Sig.	
<b>Total Effect</b>	0.705	<b>T</b>	9.910	0.000
<b>Direct Effect (c')</b>	0.375	<b>T</b>	3.325	0.001
<b>Indirect Effect (ab)</b>	0.330	<b>Sobel (z)</b>	3.610	0.000
<b>ab/c</b>	0.468			
<b>ab/c'</b>	0.881			

The results indicated that the value of (F) of the model was (59.383), and the value of probability (0.000), which is a statistical value at the level of significance ( $\alpha \leq 0.05$ ), indicating the significance of the model as a whole. The results revealed that the introduction of the standard of operations in addition to the criterion of focus on the students (as independent variables) in the model led to an increase in the explanatory capacity of the model. The value of the coefficient of selection (39.9%) was 4.6% (37.5%), which is a statistically significant value at the level of significance ( $\alpha \leq 0.05$ ), and the effect of a total effect of (70.5%). The indirect effect (33%), which represents (46.8%) of the total effect, is a statistical function at the level of significance (0.05)  $\alpha$ . In view of the direct and indirect effect of the study, it is clear to the researcher that the standard of operations partly mediates the relationship between adopting the criterion of focus on the students benefiting and achieving the satisfaction of students in Palestinian universities.

This finding was consistent with the studies of both: Calvo-Mora and Roldán (2006), Badri and Selim (2006), (2009), Moeini & Abadi & Afrasiabi (2015)), all of which agreed on

a positive relationship between the criteria Quality and performance results.

## 8. RESULTS

- There is a statistically significant effect on the adoption of the criterion of focus on students benefiting from the satisfaction of students in Palestinian universities. The value of the R Square (35.3%) indicates that (35.3%) of student satisfaction is due to the adoption of the criterion of focus on of students in the universities studied and the rest due to other variables, and the correlation coefficient of the model was (0.552), which indicates a strong positive relationship.
- There is a statistically significant effect on the adoption of the criterion of focus on the students benefiting from the use of the standard of operations in Palestinian universities. The value of the R Square (62.8%) indicates that 62.8% of the adoption of the standard of operations is due to the adoption of universities the correlation coefficient of the model was 0.792, indicating a strong positive relationship.

- There is a statistically significant effect on the adoption of the criterion of operations to achieve satisfaction of students in Palestinian universities. The value of R Square (36.2%) indicates that (36.2%) of student satisfaction is due to the adoption by Palestinian universities of the standard of operations. The rest was due to other variables, and the correlation coefficient of the model was 0.601, indicating a strong positive relationship.
- There is a significant effect on the adoption of the criterion of focus on students benefiting to achieve the satisfaction of students in Palestinian universities with the existence of the standard of operations as an intermediary variable. The role of the mediator was revealed in the relationship between the adoption of the criterion of focus on students benefiting from the satisfaction of students in Palestinian universities through the use of path analysis, where the initial verification of some preconditions to test the role of the mediator of the variable, which is the significance tests for the three previous hypotheses, which was confirmed the significance of all tests indicated that it is a statistical function at the Level of significance ( $\alpha \leq 0.05$ ).

## 9. RECOMMENDATIONS

- To increase the focus of universities on students and beneficiaries through the appropriate manner to achieve the objectives of the university on the one hand, and students and beneficiaries on the other, and in line with the approach of quality and excellence.
- More attention to the management of operations by universities through the design and development of academic programs and internal services as needed by students, and to improve processes in innovative ways to generate added value for students and beneficiaries.
- Universities have made more efforts to create satisfaction among students and beneficiaries by developing internal performance indicators for the university to monitor students' satisfaction, and to measure students' and other university students' perceptions periodically to improve their satisfaction.

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