

# Impact of Community Development and Entrepreneurs on Improving the Performance of Business Incubators

Rania Y.shehada<sup>1</sup>, Suliman A. El Talla<sup>2</sup>, Mazen J. Al Shobaki<sup>3</sup>, Samy S. Abu-Naser<sup>4</sup>

<sup>1</sup>Head of projects department, Level 5 Consulting Group

<sup>2</sup>Vice Dean of Academic Affairs, College of Intermediate Studies – Al-Azhar University – Gaza, Palestine.

<sup>3</sup>Dean of Bait Al-Mqds College for technical Science, Gaza- Palestine

<sup>4</sup>Department of Information Technology, Al-Azhar University, Gaza, Palestine.

<sup>1</sup>rania.shehada@gmail.com, <sup>2</sup>Eltallasuliman@gmail.com, <sup>3</sup>mazen.alshobaki@gmail.com, <sup>4</sup>abunaser@alazhar.edu.ps

**Abstract:** This study aimed to identify societal development and entrepreneurs and their impact on improving the performance of business incubators in Gaza Strip, and the study relied on the descriptive analytical approach, and the study community consisted of all employees working in business incubators in Gaza Strip in addition to experts and consultants in incubators where their total number reached (62) individuals, and the researchers used the questionnaire as a main tool to collect data through the comprehensive survey method, where (55) questionnaires were retrieved with a recovery rate (88.7%). The results of the study showed that there is a high agreement on the distance of entrepreneurs with a relative weight (80.66%), and the societal development dimension with a relative weight (78.18%), while the improvement of the performance of incubators has reached a relative weight (80.12%) and the results of the study also showed a positive relationship Statistically significant between the societal and entrepreneurial dimensions and improving performance in business incubators. The linear regression analysis model also showed an effect of the societal and entrepreneurial dimensions on the improvement of performance in incubators by 62.5% and the rest due to other factors. The study came out with several recommendations, the most important of which is the need to periodically evaluate their performance, and to design a more effective mechanism for follow-up with companies after the end of the incubation period, and to monitor the progress of these companies.

**Keywords:** Community Development, Entrepreneurs, Performance Improvement, Business Incubators, Gaza Strip, Palestine.

## Introduction

Business incubators are institutions that aim to provide support and support services for emerging and small projects as their services vary between providing technical, administrative and other consultations in addition to providing financial support for these projects, as incubators are mainly aimed at supporting the continuity and resilience of these projects, and it is not clear to us how important small projects are In the development of local communities, it is considered the true nucleus of any economic and social progress that societies aspire to. From this standpoint, business incubators have become in the world today one of the basic foundations for the establishment and development of small enterprises. Business incubators, like any organization, need to constantly evaluate and monitor their performance to ensure the achievement of the goals they seek for, and this importance increases due to the important role that business incubators play in developing small projects. Successful incubators means graduating successful institutions that are able to continue and excel.

In light of the above, the researchers deliberately studied the possibility of measuring the dimensions of societal development and entrepreneurs in business incubators in Gaza Strip and its role in improving their performance.

## Problem Statement

Business incubators are an essential and important engine in the development and development of small enterprises. The role of small enterprises, especially those that create and develop new technologies in developing society and accelerating the development process (Al-Nakhala, 2015, P: 2), cannot be overlooked. In view of the recent Palestinian experience in business incubators (Al-Shukri, 2012: 3), there are several problems facing the work of these incubators, a study (Al-Qawasmeh, 2010) indicated that business incubators are still going according to an unscientific mechanism, and small projects do not help in overcoming On her problems.

Based on the above, the study problem can be formulated in the following question:

**What is the impact of the two dimensions of community development and entrepreneurs in improving the performance of business incubators in Gaza Strip?**

## Research Objectives

This study aims to achieve the following objectives:

1. Measuring the level of the two dimensions of community development and entrepreneurs in business incubators.

2. Study the relationship between all aspects of community development and entrepreneurs with improving the performance of business incubators in Gaza Strip.
3. Measuring the effect of applying the dimensions of community development and entrepreneurs in business incubators to improving performance in business incubators in Gaza Strip.
4. Measuring differences according to demographic factors on societal development and entrepreneurs and improving the performance of business incubators.
5. Provide recommendations to the relevant authorities to improve the performance of business incubators in Gaza Strip.

### Research Importance

The importance of the study stems from the importance of the topic you are raising, and the importance of the study can be seen from the following aspects:

#### Scientific Importance:

1. The practical importance stems from the important role that business incubators play in developing small enterprises, which in turn reflects positively on the development of the local community and the creation of job opportunities for young people.
2. Measuring the dimensions of societal development and entrepreneurs in business incubators helps business incubators to improve their performance and this improves the efficiency of their services provided, which increases their ability to achieve their primary goal, which is to produce successful companies that are able to continue, resilience and growth.

#### Practical Importance:

1. Researchers expect that this study will contribute to filling the gaps of previous studies. By reviewing the previous literature, researchers have noted that there is a dearth (as far as researchers know) in studies related to measuring the performance of business incubators in general, especially the topic of measuring the dimensions of community development and entrepreneurs in business incubators on business incubators especially at the Arab level.
2. Researchers hope that this study contributes to establishing the concept of measuring overall performance in business incubators using scientific and methodological tools.

### Research hypothesis

In order to provide an appropriate answer to the academic questions raised, the study seeks to test the validity of the following hypotheses:

**Ho 1:** There is a statistically significant relationship at the significance level of ( $\alpha \leq 0.05$ ) between the two dimensions of community development and entrepreneurs and improving the performance of business incubators in Gaza Strip.

#### This main hypothesis is subdivided into the following sub-assumptions:

**Ho 1-1:** There is a statistically significant relationship at the level of ( $\alpha \leq 0.05$ ) between the community development dimension and improving the performance of business incubators in Gaza Strip.

**Ho 1-2:** There is a statistically significant relationship at the significance level of ( $\alpha \leq 0.05$ ) between the entrepreneur dimension and improving the performance of business incubators in Gaza Strip.

**Ho 2:** There is a statistically significant effect at the significance level of ( $\alpha \leq 0.05$ ) for both community development and entrepreneurs in improving the performance of business incubators in Gaza Strip.

**Ho 3:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers about the effect of the two dimensions of community development and entrepreneurs on improving the performance of business incubators in Gaza Strip due to personal data (gender, age, educational qualification, nature of work in Incubator, years of work experience).

#### This main hypothesis is subdivided into the following sub-assumptions:

**Ho 3-1:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers regarding the effect of the societal and entrepreneurial dimensions on improving the performance of business incubators in Gaza Strip due to the gender variable.

**Ho 3-2:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers regarding the effect of the two dimensions of community development and entrepreneurs on improving the performance of business incubators in Gaza Strip due to the age variable.

**Ho 3-3:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers regarding the effect of the two dimensions of community development and entrepreneurs on improving the performance of business incubators in Gaza Strip due to the variable of the educational qualification.

**Ho 3-4:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the respondents' averages regarding the effect of the two dimensions of community development and entrepreneurs on improving the performance of business incubators in Gaza Strip due to the variable nature of work in the incubator.

**Ho 3-5:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers regarding the effect of the two dimensions of community development and entrepreneurs on improving the performance of business incubators in Gaza Strip due to the variable years of work experience.

### Research Limits and Scope

The scope of the study shall be as follows:

1. **Spatial Limits:** This study is limited to business incubators in Gaza Strip
2. **Time Limits:** The time frame for conducting this study in 2020
3. **Human Frontiers:** workers, experts, and mentors in business incubators in Gaza Strip.
4. **The Objective Limits:** A study of the impact of the two dimensions of community development and entrepreneurs in improving the performance of business incubators in Gaza Strip.

### Literature Review

- Study of (Aldammagh et al., 2020) aimed to study business incubators and their role in entrepreneurship of small enterprises. The researchers used the descriptive and analytical approach in conducting the study. The questionnaire was applied as a tool to collect information on the selection of a random sample consisting of (35) individual distributed among entrepreneurs of small projects, the researchers have reached the following main results: There is a positive impact between business incubators and entrepreneurship of small enterprises. There is a statistically significant relationship between knowledge awareness and entrepreneurship of small enterprises. There is a statistically significant relationship between infrastructure and entrepreneurship of small enterprises. There is a statistically significant relationship between financial support and entrepreneurship of small enterprises. In the light of the research results, we recommend the following: Continuing the dissemination of the culture of business incubation and awareness among the public through scientific conferences and seminars on this tool, in addition to urging the Ministry of Education and its institutions on curricula for entrepreneurship. We urge the government and all educational and private sector organizations and trade unions to establish business incubators and accelerators in order to contribute to the launching of entrepreneurial projects in order to support projects that contribute to economic development. The necessary infrastructure, be it logistics, training or consultancy services in the establishment of business incubators, which helps the success and continuity of this tool in supporting small entrepreneurship. The need to provide financial support through business incubators, which helps finance entrepreneurship of small enterprises.
- Study of (shahada et al., 2020) aimed to identify the reality of using a balanced scorecard in business incubators in Gaza Strip, and the study relied on the descriptive analytical approach, and the study population consisted of all employees working in business incubators in Gaza Strip in addition to experts and consultants in incubators, where their total number reached (62) Individually, the researchers used the questionnaire as a main tool for collecting data through the comprehensive survey method, where (55) questionnaires were retrieved with a recovery rate (88.7%). The results of the study showed that there is a high approval of all dimensions of the balanced scorecard, as it obtained a relative weight (81.44%), and the order of its dimensions came as follows, first came the incubation dimension with a relative weight (84.89%), followed by the learning dimension, which got a relative weight (82.50%), and in the third place came the entrepreneur dimension with a relative weight (80.66%), and in the last place was the societal development dimension with a relative weight (78.18%). The study came out with several recommendations, the most important of which is that business incubators seek to adopt the application of the balanced scorecard as a method for managing it and a tool for measuring and evaluating its performance, and the need to periodically evaluate its performance, and the need to hold training courses for workers in incubators to introduce them to the balanced scorecard and how to apply it.
- Study of (shahada et al., 2020) aimed to identify the reality of improving the performance of business incubators in Gaza Strip, and the study relied on the descriptive analytical approach, and the study population consisted of all employees working in business incubators in Gaza Strip in addition to experts and consultants in the incubators, where the total number (62) individuals, The researchers used the questionnaire as a main tool to collect data through the comprehensive survey method, where (55) questionnaires were retrieved with a recovery rate (88.7%). The results of the study showed that there is a high level of improving the performance of incubators in Gaza Strip with an average weight of (80.12%). The results also showed that there were no statistically significant differences between the averages of the respondents' answers about improving the performance of business incubators in Gaza Strip due to the following personal data (gender, age, Educational qualification), and the presence of differences attributable to the following data (nature of work in the incubator, years of work experience). The study came out with several recommendations, the most important of which is the need for incubators to evaluate their performance periodically, and the necessity of holding training courses for workers in incubators to familiarize them with ways to improve performance and its tools such as a balanced performance card and how to apply them, and that a more effective mechanism be designed to follow up with companies after the end of the incubation period and monitor The progress of these companies.

- Study of (Alayoubi et al., 2020) aimed to identify the impact of the requirements of implementing strategic entrepreneurship in achieving technical innovation in Palestine Technical College- Deir al-Balah from the point of view of the employees. The researcher used the analytical descriptive method. The study community consists of all academic and administrative staff in the college. The researchers used the comprehensive inventory method. 149 questionnaires were distributed to all members of the study community. The number of questionnaires returned was (115), ie, the response rate was (77.1%). The results of the study showed a strong positive correlation between the requirements of applying strategic entrepreneurship (leadership, pioneering thinking, pioneering culture, strategic resource management) and achieving technical innovation in Palestine Technical College- Deir al-Balah from the point of view of the employees of Palestine Technical College- Deir al-Balah. It also showed a statistically significant effect between the requirements of implementing strategic entrepreneurship (pioneering culture, strategic resource management) and achieving technical innovation in Palestine Technical College- Deir al-Balah, and that the remaining variables show that their effect is weak. The study recommended that the Technical College of Palestine take care of the various requirements of implementing strategic entrepreneurship and develop its organizational capabilities for its direct role in achieving technical innovation of the college.
- A study of (Messeghem et al., 2017) aimed at building an integrated model for measuring the performance of business incubators that takes into account the viewpoint of all major stakeholders such as funders, managers and employees of business incubators, incubated projects, and to achieve this goal the study used the Balanced Scorecard approach as an ideal tool. It is possible to build a performance appraisal model that is shared and accepted by all parties that have an interest in business incubators. The study used a qualitative exploratory approach, as it relied on the interview method as a main tool for collecting data. The study reached the most important results, that most of the previous studies focused on performance evaluation from the point of view of one of the stakeholders, and from here the researcher showed the importance of this study by using an integrated evaluation model that includes all parties with an interest, as the light in this study was highlighted on the dimensions. Different performance related to stakeholders and these dimensions are derived from the dimensions of the balanced scorecard, and include (the socio-economic dimension, after entrepreneurs, after business support operations, and the last dimension is after learning).
- A study of (Messeghem et al., 2017) that aimed to develop a measure to measure the performance of non-profit business incubators in France, and the measurement model was built on the basics of balanced scorecard, and the study used the interview and questionnaire method to collect data from 121 business incubators in France. The study reached the most important results, that the process of evaluating the performance of incubators can be based on four dimensions derived from the dimensions of the balanced scorecard, which are as follows, after societal development and is derived from the financial dimension, while the second dimension is after entrepreneurs and the derivative from customers, and the third dimension It is after business incubation processes and the derivative of after internal processes, and the last dimension is after learning, and the study showed the importance of using this measure as it consists of a wide range of performance indicators that help incubator managers to better manage their incubators and also help decision makers in developing C AESAT better serves the entrepreneurship sector.
- A study of (Al-Nakhala, 2015) aimed to identify the technological incubator and its role in supporting and developing small projects in the incubator of the Islamic University and the incubator of the University College of Applied Sciences and show the extent of the technological incubator's ability to develop its capabilities and capabilities to enable small projects to achieve their growth, the study relied on the curriculum Analytical descriptive, and the interview and questionnaire were used as two main tools to collect data from the study community and represented by the projects incubated in the incubator of the Islamic University and the community college incubator. The study reached the most important results, that technological incubators are an essential engine in supporting and developing small projects, and the participants agreed on the role of technological incubators and the extent of the impact of the incubator model used on the outcomes of the incubation process, and the incubators also helped participants to create small projects and turn their creative and entrepreneurial ideas into Startups and successful companies, linking projects to target markets, and the incubator has a prominent role in supporting scientific research, creativity and administrative and technical guidance for small projects.
- A study of (Barhoum, 2014) aimed to identify the effectiveness of business incubators in being a tool to solve the unemployment problem among young people, especially entrepreneurs, and the study relied on the descriptive analytical approach, and the questionnaire was used as a main tool for collecting data from the study community represented by incubated projects that ended their incubation period In the business and technology incubator. The study reached the most important results, that the level of service provision by the business and technology incubator was somewhat medium while this level fell after graduation, and that investment in the information technology sector is considered the most appropriate in the Palestinian case and the attendant blockade and closures, because it depends largely on providing Professionally qualified human capacities regardless of geographical location, and also the study concluded that the success rate of projects is increased by increasing the percentage of services provided to them by the business incubator, which leads to increased job opportunities.

- Study of (M'Chirgui, 2012) aimed to evaluate the performance of business incubators in France, and this study is the first attempt to evaluate the performance of business incubators in France since its inception in 1999, where the study covers the period between 2000 -2009. The study relied on Secondary quantitative and qualitative data, mainly collected from the sources of the Ministry of Higher Education and Scientific Research in France. The study reached the most important results, that after ten years of establishing nurseries in France, they generally develop without difficulties and are an integral part of the system of innovation and creativity in the region, and the results also showed that business incubators are continuing to create innovative entrepreneurial companies, but they need to Increase her professional competence in some activities related to selection criteria, business support, networking and graduation activities.
- A study of (Vanderstraeten et al., 2012) that aimed mainly at studying the subject of measuring the performance of business incubators in Belgium, as it relied on the analysis of previous studies and on the descriptive method of data collection (interviews and focus groups) with targeted business incubator managers and external experts. The study reached the most important results, that most incubators use limited measures to evaluate performance, also the current measures do not take into account short, medium and long results, and do not address the organization's strategy, goals and how to achieve them, in addition to that there is no link between measuring incubator performance and its impact on Incubator staff. To cover this shortcoming, the researchers suggested employing the strategic map and balanced scorecard and applying it to non-profit business incubators.
- A study of (Al-Qawasmeh, 2010) aimed to identify the reality of business incubators in the West Bank, and to determine the role they play in supporting small projects, and the study relied on the descriptive analytical approach, and the questionnaire was used as a tool to collect data from the study community and consisting of all workers in incubators Business and individuals embracing as a small business incubator in the West Bank. The study reached the most important results, that small projects in Palestine suffer from many problems that can cause them to fail at the beginning of their life, and that business incubators are still going according to a non-scientific mechanism, and small projects do not help to overcome their problems, and the study added that providing services By business incubators that they are low and do not support projects significantly, and this is due to the lack of experience in this field and the reduced capabilities available to them, and the level of service provision during the incubation period was much better than the period that was after graduation from the incubator.
- A study of (Al-Azzam and Musa, 2010) aimed at identifying the reality of the situation of business incubators in Jordan, and the important role it plays in supporting and developing emerging entrepreneurial projects and their contribution to the growth of the national economy, and the study relied on the descriptive analytical approach, and it used both the questionnaire The interview is for collecting data from the study community consisting of Jordanian business incubators, entrepreneurial projects that graduated from those incubators, incubated projects, and entrepreneurial projects that did not enter incubators. The study reached the most important results, there is a statistically significant effect of service attribution factors with its dimensions (administrative and technical) in the success of entrepreneurial projects in terms of the ability to grow, the ability to generate income, the ability to provide job opportunities, and the presence of a statistically significant effect of the vision factors in its dimensions ( Strategic vision, strategic leadership, and incubation strategy (acceptance and evaluation) in the success of entrepreneurial projects in terms of the ability to grow, the ability to generate income, and the ability to provide jobs.

## **Theoretical Framework**

### **1. Local Development Performance**

After societal development, it is derived from the financial dimension, as this dimension aims to assess the extent of the incubator's ability to achieve the goals of investors and financiers with the aim of influencing the local environment, considering that the incubator depends mainly on external financing, and indicators that fall under this dimension such as the number of companies that have been established within the incubator The number of jobs created by these companies, the rate of continuity and resilience of these companies after they graduated from the incubator, and also the growth in their sales volume.

Performance measures in this axis are represented by return on investment, rate of increase in revenue, economic value added, cost of products, profitability, cash flow, and is used to measure that financial ratios and different financial numbers, as well as some financial numbers may be important at some time such as cash flow at times Hardness, as for non-profit companies, the matter may differ, but in the end it must maintain its continuity in its activities by maintaining sufficient resources (Obaid, 2014: 26).

### **2. Incubate Satisfaction**

After "entrepreneurs" is derived from the client, considering that entrepreneurs are the incubator's clients, this dimension aims to evaluate the relationship between the incubator and the beneficiaries of entrepreneurs, as they are the primary evaluators of the incubator's services, but it is nevertheless that consideration must be given to the evaluation of owners The interest of others, mainly for the incubator is two types of clients are entrepreneurs and funders of incubator services, and the performance of the incubator depends on its ability to satisfy them.

This dimension is concerned with assessing the results of institutional performance from the clients' perspective and their satisfaction with the organization's transactions with them, and it raises a set of questions about: How do clients see us? Have we succeeded in providing better services than competitors? Do we expect them to continue dealing with the organization? This axis describes the ways in which value will be created for customers, how the customer demand will be satisfied with this value, and what the reason will make the customer ready to pay for it, and this dimension includes many basic measures such as: customer satisfaction, loyalty, retention of existing customers, and acquisition New clients, customer profitability and market share in targeted marketing areas (Abdullah, 2015: 27).

### **Business Incubators**

Business incubators are institutions established to support and develop startups by providing these companies with a set of support and services resources for a limited period so that they can survive, continue and grow and reduce the risks and potential for failure faced by companies at the beginning of their establishment. From this, business incubators are seen as an integrated development project it contributes to achieving economic and social goals.

### **Business Incubator Concept**

Despite the difference of researchers about defining the conceptual framework for the concept of business incubators, there is almost a consensus on defining its concept, where researchers see that business incubators are institutions established to grow and develop startups, they provide services to entrepreneurs who have ideas for entrepreneurial projects and are still at the beginning of their way to establish Their project, where the incubator works to provide comprehensive and integrated services for these entrepreneurs with the aim of increasing their chances of success and reducing the risk of their projects failing.

Business incubators have been defined as building a governmental or private institutional exercise of a set of activities that aim to provide advice, advice, services, financial, administrative and technical assistance to businesses and small industries, whether in the early stages of starting the activity or during its practice, or through the growth stages experienced by various establishments (Abu Qahf, 2001: 70). (Al-Azzam and Musa, 2010: 143) defined it as places that contribute in one way or another to creating and developing the growth of small and medium-sized entrepreneurial projects. Incubated.

### **The Importance of Business Incubators**

Business incubators are among the important mechanisms to support entrepreneurship and develop entrepreneurial projects. Entrepreneurship calls for innovation and change and is considered a real engine for economic and social development. It is still the best hope for any country to prosper, and as societies strive to meet the requirements of employment, the importance of caring for a new generation of entrepreneurs is highlighted. Business, where young talent and creative ideas abound in our Arab world that search for and develop them (El Talla et al., 2017: 3).

The researchers believe that the importance of business incubators lies in its prominent role in economic and social development through:

- Encouraging and developing small and emerging projects, mainly business incubators were established with the aim of helping these projects and providing the necessary support to them, which helps them to overcome the difficulties facing projects at the beginning of their establishment, which is due to the lack of experience and the absence of the planning and advisory side.
- Economic and social development, where business incubators contribute to the revitalization of the local community through setting up projects and supporting the business environment, and it is considered a center for spreading entrepreneurial thought and free work among young people, and we do not overlook that activating free work and setting up projects in any city or region contributes to promoting economic development By reducing unemployment rates, increasing the number of companies that pay dues to the state, they also stimulate production, import and export operations, all of which ultimately are in the interest of the state.

### **Methodology and Procedures**

**First- Study Methodology:** The study methodology and procedures are considered a main axis through which the applied side of the study is accomplished, and through it the data required to conduct the statistical analysis to reach the results that are interpreted in the light of the study literature related to the subject of the study, and thus achieve the goals that it seeks to achieve.

**Second- The Study Method:** In order to achieve the objectives of the study, the researchers used the descriptive analytical approach through which it tries to describe the phenomenon under study, and to analyze its data, the relationship between its components and the opinions presented about it and the processes involved and the effects that it causes.

**The researchers used two primary sources of information:**

- Secondary Sources:** Where the researchers moved in treating the theoretical framework of the study to secondary data sources, which are represented in the relevant Arab and foreign books and references, periodicals, articles and reports, and previous research and studies that dealt with the subject of study, research and reading in various internet sites.
- Primary Sources:** To address the analytical aspects of the subject of the study, the researchers resorted to collecting primary data through the questionnaire as a study tool, specially designed for this purpose.

**Third- Study Community And Sample:** The study community is defined as all the vocabulary of the phenomenon that the researcher studies, and based on the study problem and its goals, the target community consists of all employees working in business incubators in Gaza Strip and incubators experts and consultants, where the total number reached "62", according to the data that Researchers collected from incubators. The comprehensive "survey" survey method was used for all members of the study community, as 55 questionnaires were returned, 88.70%.

**Fourth- Study Tool:** A questionnaire has been prepared consisting of three main sections:

**The First Section:** It is the personal data of the respondents (gender, age, educational qualification, nature of work in the incubator, years of work experience).

**The Second Section:** It consists of:

- Community development dimension, and it consists of (10) paragraphs.
- Entrepreneurial dimension, and it consists of (9) paragraphs.

**The Third Section:** It is about improving the performance of the incubator, and it consists of (12) items.

A five-Likert scale was used to measure respondents' responses to questionnaire items according to the following table:

**Table 1:** Five-way Likert scale

The Response	Strongly Disagree	Not Agree	Neutral	Agree	Strongly Agree
Class	1	2	3	4	5

**Fifth: Steps to build the questionnaire:**

The researchers prepared the study tool to identify "community development and entrepreneurs and their role in improving the performance of business incubators in Gaza Strip". The researchers followed the following steps to build the questionnaire:

- Access to previous studies related to the subject of the study, and benefit from them in building the questionnaire and formulating its paragraphs.
- Identify the main areas covered in the questionnaire.
- Define the paragraphs that fall under each field.
- The questionnaire was designed in its initial form.
- The questionnaire was presented to a group of arbitrators specialized in the field.
- In light of the opinions of the arbitrators, some paragraphs of the questionnaire have been modified in terms of deletion, addition and amendment, so that the questionnaire will remain in its final form.

**Sixth: Validity of the questionnaire:** Validity of the questionnaire means "that the questionnaire measures what was set to measure it" (Al-Jarjawi, 2010: 105), and the validity of the questionnaire was confirmed in two ways.

**The First Way:** believe the opinions of the arbitrators "apparent honesty":

The arbitrators sincerely meant, "It is for the researcher to choose a number of arbitrators who specialize in the field of the phenomenon or problem under study" (Al-Jarjawi, 2010: 107) where the questionnaire was presented to a group of arbitrators, and the researchers responded to the opinions of the arbitrators and made the necessary delete and amend In light of the proposals submitted, the questionnaire was finalized.

**The Second Method:** validate the scale:

- Internal Validity:** The internal consistency sincerely means the consistency of each of the questionnaire paragraphs with the field to which this paragraph belongs, and the researchers calculated the internal consistency of the questionnaire by calculating the correlation coefficients between each of the paragraphs of the questionnaire fields and the overall degree of the same field.

**Results of Internal Consistency**

**Table 2:** Correlation coefficient between each section of the "community development dimension" field and the overall score of the field

#	Paragraphs	Pearson Correlation Coefficient	Probability Value (Sig.)
1.	By supporting the startups, the business incubator contributes to developing the local economy.	.573	*0.000
2.	The incubator contributes to creating new jobs and tackling part of the existing unemployment.	.708	*0.000
3.	The companies that have taken advantage of the incubator create new jobs	.599	*0.000

	annually.		
4.	Most incubator companies continue to operate for at least three years after the incubation has ended.	.712	*0.000
5.	Most of the companies that benefited from the incubator have good revenues.	.591	*0.000
6.	The revenues of the companies that benefited from the incubator increase annually.	.746	*0.000
7.	The incubator works to spread the culture of entrepreneurship among young people.	.644	*0.000
8.	The incubator is becoming more popular with entrepreneurs.	.623	*0.000
9.	The incubator manages the balance of its projects efficiently and effectively.	.821	*0.000
10.	The incubator seeks to contract with various funding bodies to ensure continued support for entrepreneurs	.434	*0.001

\* Correlation significant statistically at the significance level ( $\alpha \leq 0.05$ )

The tabular R is at a free degree (53) and the level of significance 0.01 equals 0.354

Tabular R at freedom degree (53) and moral level 0.05 equals 0.273

The previous table shows the correlation coefficient between each of the paragraphs of the field of "community development dimension" and the overall degree of the field, which shows that the correlation coefficients shown are a function at a significant level ( $\alpha \leq 0.05$ ) and thus the field is considered true to what was set to measure it.

**Table 3:** The correlation coefficient between each paragraph of the field of "Entrepreneurial Dimension" and the total score of the field

#	Paragraphs	Pearson Correlation Coefficient	Probability Value (Sig.)
1.	The incubator seeks to provide a variety of services to suit the needs of entrepreneurs.	.707	**0.000
2.	The incubator conducts a study of the needs of the incubated companies in order to provide them with the appropriate service.	.754	*0.000
3.	The incubator provides flexibility for entrepreneurs to amend some incubation measures.	.712	*0.000
4.	There is an official documented agreement between the incubator and the entrepreneur regarding the services that will be provided to him.	.546	*0.000
5.	The incubator works periodically to measure the satisfaction of entrepreneurs with the services provided to them.	.823	*0.000
6.	The incubator is constantly improving its services to fulfill the expectations of entrepreneurs.	.783	*0.000
7.	The incubator facilitates the access of incubated companies to networks and professional organizations.	.857	*0.000
8.	The incubator maintains an ongoing relationship and communication with graduates from the incubator.	.785	*0.000
9.	The incubator has a mechanism for collecting data from the graduating companies to follow up their performance.	.723	*0.000

\* Correlation significant statistically at the significance level ( $\alpha \leq 0.05$ )

The tabular R is at a free degree (53) and the level of significance 0.01 equals 0.354

Tabular R at freedom degree (53) and moral level 0.05 equals 0.273

The previous table shows the correlation coefficient between each paragraph of the field of the "Entrepreneurial Dimension" and the overall degree of the field, which shows that the correlation coefficients shown are a function at the significance level of ( $\alpha \leq 0.05$ ) and thus the field is considered true to what was set to measure it.

**Table 4:** Correlation coefficient between each item in the "improving incubator performance" field and the overall score for the field

#	Paragraphs	Pearson Correlation Coefficient	Probability Value (Sig.)
---	------------	---------------------------------	--------------------------

#	Paragraphs	Pearson Correlation Coefficient	Probability Value (Sig.)
1.	The incubator has a specific vision for the future and seeks to achieve it	.656	*0.000
2.	The incubator can achieve its goals through its available resources	.573	*0.000
3.	The incubator achieves stakeholder goals efficiently and effectively	.840	*0.000
4.	The incubator has a clear organizational structure	.720	*0.000
5.	Responsibilities are defined and the roles are distributed fairly to the employees	.655	*0.000
6.	The incubator receives honors and awards for her support of entrepreneurship	.535	*0.000
7.	There is a steady increase in the satisfaction of entrepreneurs and other stakeholders with the services provided by the incubator.	.654	*0.000
8.	The incubator takes seriously the complaints of the entrepreneurs and finds suitable solutions for them	.778	*0.000
9.	The incubator has various contacts and relationships with local and international professional networks and organizations	.774	*0.000
10.	The incubator is diversifying the sources of funding to ensure the sustainability of the incubator's work	.751	*0.000
11.	The incubator allows entrepreneurs, employees and other stakeholders to obtain relevant data and information in a timely manner	.709	*0.000
12.	There is a continuous improvement in incubator performance	.812	*0.000

\* Correlation significant statistically at the significance level ( $\alpha \leq 0.05$ )

The tabular R is at a free degree (53) and the level of significance 0.01 equals 0.354

Tabular R at freedom degree (53) and moral level 0.05 equals 0.273

The previous table shows the correlation coefficient between each item of the "improved incubator performance" field and the overall score of the field, which shows that the correlation coefficients shown are a function at the significance level of ( $\alpha \leq 0.05$ ) and thus the field is considered true to what was set to measure it.

2. **Structure Validity:** Structural honesty is one of the tools of sincerity of the tool, which measures the extent to which the goals that the tool wants to reach, and shows the extent to which each field of study relates to the overall degree of questionnaire paragraphs.

**Table 5:** Correlation coefficient between the score of each field of the questionnaire and the overall degree of resolution

Domain	Pearson Correlation Coefficient	Probability Value (Sig.)
Community Development Dimension	.838	*0.000
Entrepreneurial Dimension	.925	*0.000
Improve the performance of business incubators	.920	*0.000

\* Correlation significant statistically at the significance level ( $\alpha \leq 0.05$ )

The tabular R is at a free degree (53) and the level of significance 0.01 equals 0.354

Tabular R at freedom degree (53) and moral level 0.05 equals 0.273

The previous table shows that all correlation coefficients in all areas of the questionnaire are statistically significant at the level of significance 0.05  $\alpha$  and thus all the areas of the questionnaire are considered true to what was set to measure it.

**Reliability:** The stability of the questionnaire is intended to give the questionnaire the same results if it is re-applied several times in a row, and it is also intended to what degree the scale gives close readings each time it is used, or what is the degree of its consistency, consistency, and continuity when its use is repeated at different times (Al-Jarjawi, 2010: 97). The researchers have verified the stability of the study resolution through the Cronbach's Alpha Coefficient, and the results are as shown in the following table.

**Table 6:** The Alpha Cronbach coefficient for measuring resolution stability

Domain	The Number Of Paragraphs	Cronbach's Coefficient Alpha
Community Development Dimension	10	0.846
Entrepreneurial Dimension	9	0.903
Improve the performance of business incubators	12	0.905
All paragraphs of the questionnaire	31	0.971

It is clear from the results shown in the previous table that the value of the Alpha Cronbach coefficient is high for each field, ranging between (0.846,0.905), while all paragraphs of the questionnaire reached (0.971), and this means that stability is high and statistically significant.

Thus, the questionnaire is in its final form, and the researchers have confirmed the validity and consistency of the study questionnaire, which makes it fully confident of the validity of the questionnaire and its validity to analyze the results, answer questions of the study and test its hypotheses.

**Data Analysis, Study Hypotheses, and Discussion**

It includes an offer to analyze data and test the hypotheses of the study, by answering the study questions and reviewing the most prominent results of the questionnaire, which was reached through the analysis of its paragraphs, and to find the personal data of the respondents, so the statistical treatments of the data collected from the study questionnaire were used, as the packages program was used. Statistical for Social Studies (SPSS) to obtain the results of the study that was presented and analyzed.

**Statistical Description of the Study Sample According To Personal Data**

**Table 7:** Distribution of the study sample according to demographic variables

Personal Data		Count	Percentage%
Gender	Male	43	78.2
	Female	12	21.8
<b>Total</b>		55	100.0
Age Group	Less 25 years old	9	16.4
	From 25 to 34 years old	27	49.1
	From 35 to 45 years old	13	23.6
	Over 45 years old	6	10.9
<b>Total</b>		55	100.0
Educational Qualification	Diploma	1	1.8
	BA	21	38.2
	Postgraduate	33	60.0
<b>Total</b>		55	100.0
The nature of work in the incubator	Administrative / employee in the incubator	26	47.3
	Consultant / business development expert	29	52.7
<b>Total</b>		55	100.0
Years of work experience	Less than 3 years	10	18.2
	From 3 to 6 years	21	38.2
	From 7 to 10 years	12	21.8
	More than 10 years	12	21.8
<b>Total</b>		55	100.0

It is clear from the previous table that most of the study sample is male (78.2%), while females constitute only 21.8%, and these differences between the numbers of males and females are due to the prevailing cultural concepts in Palestinian society about women's work, in light of high unemployment, priority is usually given to males To have access to employment. It is also clear that the largest proportion was for the age group from 25 to 34 years and its percentage (49.1%), which is almost half of the sample, followed by the age group from 35 to 45 years and its percentage (23.6%), while the age group under 25 years of age reached (16.4) %, And researchers attribute this to the fact that incubators are looking for those who have practical experience, as this applies mostly to age groups older than 25, while the age group is less than 25, most of them are new graduates who lack practical experience, so they are less fortunate to work in the incubators. Age over 45 years, most of them may prefer to work in jobs that provide more job stability.

It is also clear that more than half of the sample are holders of higher degrees with a rate of (60%), and researchers attribute the majority ownership of a "postgraduate" educational qualification that almost half of the sample members are business experts and consultants who also work as lecturers in colleges and universities. It is also clear from the previous table that 47.3% of the study sample is the nature of their work in the incubator as an administrative / employee in the incubator, while 52.7% is the nature of

their work as a consultant / business development expert. This percentage is representative of the study community, where consultants and business development experts represent 56.5% of the study population and their percentage is greater than incubator employees, where they represent 43.5% of the community. This result reflects the reality of work and employment in business incubators, as the number of entrepreneurial projects is increasing, which requires Hire experts and guides more.

It is also clear that 18.2% of the study sample have years of work experience less than 3 years, 38.2% of work experience years range from 3 to 6 years, while 21.8% of work experience years range from 7 to 10 years and more than 10 years, meaning that approximately 81.8% have practical experience for a period ranging from 3 years or more, as this indicates the interest of incubators to attract those who have practical experience of not less than three years in the labor market, and this is a positive indication that the incubator is interested in attracting those with competence and experience, which reflects positively on The services provided by the incubator for entrepreneurs.

**Third- The Criterion Adopted In the Study:**

To determine the criterion adopted in the study, the length of the cells was determined in the Likert pentatonic scale by calculating the range between the scale grades (5-1 = 4) and then dividing it by the largest value in the scale to obtain the length of the cell i.e. (4/5 = 0.80) and then This value was added to the lowest value in the scale (the beginning of the scale and it is the correct one) to determine the upper limit of this cell (Ozen et al., 2012), and so the length of the cells became as shown in the following table:

**Table 8:** the criterion approved in the study

SMA	Relative weight	Degree of approval
From 1- 1.79	From 20% - 35.99%	Very weak
From 1.80- 2.59	From 36% - 51.99%	Weak
From 3.39 - 2.60	From 52% - 67.99%	Medium
From 3.40- 4.19	From 68% - 83.99%	Large
From 4.20 - 5	From 84% - 100%	Very Large

To explain the results of the study and to judge the level of response, the researchers relied on the arrangement of arithmetic averages at the level of the questionnaire and the level of paragraphs in each field, and the researchers determined the degree of approval according to the criterion approved for the study.

**Analysis of the Paragraphs of the Questionnaire:**

**First: An Analysis of the Dimensions of the Study Dimensions**

**Analysis of the Paragraphs of the Field of "Community Development Dimension"**

The mean, standard deviation, relative weight, rank, and t-test value were used to find the degree of approval. The results are shown in the following table.

**Table 9:** Arithmetic mean, standard deviation, relative weight, rank, and t-test value for each of the “community development dimension” field items.

#	Paragraphs	SMA	Standard Deviation	Relative Weight	Degree Of Approval	Test Value	Probability Value	Ranking
1.	By supporting the startups, the business incubator contributes to developing the local economy.	4.24	0.67	84.73	Very Large	13.77	0.000	4
2.	The incubator contributes to creating new jobs and tackling part of the existing unemployment.	4.15	0.62	82.91	Large	13.68	0.000	5
3.	The companies that have taken advantage of the incubator create new jobs annually.	3.56	0.74	71.27	Large	5.65	0.000	7
4.	Most incubator companies continue to operate for at least three years after the incubation has ended.	2.98	0.76	59.63	Medium	-0.18	0.430	10
5.	Most of the companies that benefited from the incubator have good revenues.	3.02	0.78	60.36	Medium	0.17	0.432	9
6.	The revenues of the companies that benefited from the incubator increase annually.	3.40	0.83	68.00	Large	3.57	0.000	8

7.	The incubator works to spread the culture of entrepreneurship among young people.	4.62	0.59	92.36	Very Large	20.24	0.000	1
8.	The incubator is becoming more popular with entrepreneurs.	4.48	0.57	89.63	Very Large	18.96	0.000	3
9.	The incubator manages the balance of its projects efficiently and effectively.	4.07	0.84	81.45	Large	9.52	0.000	6
10	The incubator seeks to contract with various funding bodies to ensure continued support for entrepreneurs	4.57	0.69	91.48	Very Large	16.77	0.000	2
<b>All Paragraphs Of The Field Together</b>		3.91	0.46	78.18	Large	14.64	0.000	

The value of the tabular t at freedom (54) and the level of significance 0.05 equals 1.67.

The value of the tabular t at freedom (54) and the level of significance 0.01 is equal to 2.39.

From the previous table, the following can be drawn:

- The seventh paragraph "The incubator is working to spread the culture of entrepreneurship among young people" got the first rank with a relative weight of 92.36%, and this means that there is very great approval by the sample members on this paragraph, and this confirms that the incubator seeks to reinforce the concept of entrepreneurship in society and this It is considered one of the primary goals of the incubator, and what confirms the incubator's interest in promoting entrepreneurial thought in society is that the eighth paragraph "Increasing demand for the incubator by entrepreneurs" has gained a relative weight of 89.63%. Entrepreneurial thought in the Magazine With and encourage young people to start their entrepreneurial projects.
- The fourth paragraph, "Most of the companies benefiting from the incubator continue to work for at least three years after the end of incubation," the last rank with a relative weight of 59.63%, and this means that there is medium approval by the sample members on this paragraph, and the researchers attribute this paragraph to medium approval A large percentage of the incubated projects cannot continue after the end of incubation, and researchers have confirmed this by interviewing the incubators, where they all reported that almost half of the incubated projects are the ones that succeed and can continue in the labor market, and the researchers refer to the reasons for not continuing these projects after having E. Incubation for several reasons, including the deteriorating economic and political conditions that Gaza Strip has been going through, particularly in the last two years, which constituted an obstacle to the ability of these projects to continue, in addition to that there may be reasons that may relate to the capabilities of the entrepreneurs themselves, their perseverance, and their belief in their idea and orientations, for example there are some projects that end to travel Those responsible for it, or they are preoccupied with other jobs.

This is consistent with the study (Abu Hashhash, 2016) within his study with the Palestinian Economic Policy Research Institute (MAS) "Surveying Employment Initiatives and Youth Entrepreneurial Institutions". The incubators reported that the success rate of projects ranges between 40-50%, that is, about half succeeds, and for reasons These projects failed, so it was reported that there are reasons related to the entrepreneur, his seriousness and his ability to persevere, on the other hand, the incubation system in Palestine stops providing support at a certain stage, this is associated with the absence of other bodies that adopt them after this stage, and also investors do not prefer to invest in companies that have just graduated. From embrace.

- In general, the "After Community Development" field obtained an arithmetic average of 3.91 (total score of 5), meaning that the relative weight is 78.18%, and this means that there is great agreement by the sample members on the paragraphs of this field.

This indicates that there is agreement that business incubators operate as a tool for long-term development. The results show that incubators seek to graduate successful institutions that are able to be autonomous and financially and thus this contributes to raising the standard of living and reducing unemployment rates among graduates by increasing the number of successful companies Which in turn encourages young people to start their own businesses and develop innovative products that enhance the local industry.

These results are consistent with the studies of (Al-Nakhala, 2015), (Barhoum, 2014), (Al-Azzam and Musa, 2010), (Al-Qawasmeh, 2010), where their results indicated that business incubators are a key driver in supporting And the development of emerging small enterprises, which in turn contributes to creating job opportunities and reducing unemployment, and also is consistent with a study (M'Chirgui, 2012) in that business incubators are an integral part of the system of innovation and creativity in the region, and also consistent with the studies of Messeghem et al. (2017), (BAKKALI et al., 2014), (Vanderstraeten et al., 2012), that contributing to economic and social development is one of the primary goals of the incubator.

**Analyzing the paragraphs of the "Entrepreneur Dimension" field.**

The mean, standard deviation, relative weight, rank, and t-test value were used to find the degree of approval. The results are shown in the following table:

**Table 10:** Arithmetic mean, standard deviation, relative weight, rank, and t-test value for each item in the "Entrepreneurial Dimension" field.

#	Paragraphs	SMA	Standard Deviation	Relative Weight	Degree Of Approval	Test Value	Probability Value	Ranking
1.	The incubator seeks to provide a variety of services to suit the needs of entrepreneurs.	4.38	0.65	87.64	Very Large	15.71	0.000	1
2.	The incubator conducts a study of the needs of the incubated companies in order to provide them with the appropriate service.	4.05	0.80	81.09	Large	9.74	0.000	5
3.	The incubator provides flexibility for entrepreneurs to amend some incubation measures.	3.93	0.72	78.52	Large	9.41	0.000	6
4.	There is an official documented agreement between the incubator and the entrepreneur regarding the services that will be provided to him.	4.35	0.75	86.91	Very Large	13.29	0.000	2
5.	The incubator works periodically to measure the satisfaction of entrepreneurs with the services provided to them.	3.74	0.94	74.81	Large	5.82	0.000	8
6.	The incubator is constantly improving its services to fulfill the expectations of entrepreneurs.	4.20	0.73	84.00	Very Large	12.19	0.000	3
7.	The incubator facilitates the access of incubated companies to networks and professional organizations.	4.16	0.86	83.27	Large	10.09	0.000	4
8.	The incubator maintains an ongoing relationship and communication with graduates from the incubator.	3.92	0.85	78.49	Large	7.90	0.000	7
9.	The incubator has a mechanism for collecting data from the graduating companies to follow up their performance.	3.54	0.88	70.74	Large	4.46	0.000	9
<b>All Paragraphs Of The Field Together</b>		4.03	0.59	80.66	Agree	12.90	0.000	

The value of the tabular t at freedom (54) and the level of significance 0.05 equals 1.67.

The value of the tabular t at freedom (54) and the level of significance 0.01 is equal to 2.39.

From the previous table, the following can be drawn:

- The first paragraph "The incubator seeks to provide various services commensurate with the needs of entrepreneurs," got the first rank with an average score of 4.38 (total score of 5), that is, the relative weight is 87.64%, and this means that there is a very large approval by the sample members on this Paragraph, and this confirms that incubators are keen to provide a variety of services in a way that suits the needs of entrepreneurs, whether they are administrative, consulting and training services in addition to financial support, which ultimately is in the interest of the incubated company.
- In the last rank, the ninth paragraph came, "The incubator has a mechanism for collecting data from the graduating companies to follow up their performance" with an average of 3.54, meaning that the relative weight is 70.74%. This means that there is great agreement by the sample members on this paragraph, and the researchers attribute the paragraph to obtaining the last rank, that the mechanism used needs to be improved. Through the researchers' communication with the incubators to inquire about this point, it has been reported that the incubator's door is open to those who wish to take specific advice or guidance and that there is communication with some of the graduated projects except that there is no specific system to track their performance, and this Consistent with the study (Barhoum, 2014), where she indicated that the incubator did not break the link

between her and the small projects after graduating from the incubator, but rather sought to provide a low level of services based on her ability and energy, and also with a study (Al-Qawasmeh, 2010) which indicated that providing services during the incubation period was Much better than the period after graduation from the incubator.

- In general, the field of "after entrepreneurs" got an arithmetic average of 4.03, meaning that the relative weight is 80.66%, and this means that there is great agreement by the individuals of the sample on the paragraphs of this field.

These results confirm that incubators seek to provide the best services to their clients "entrepreneurs" in a manner that suits their needs and that achieving their satisfaction is a top priority, and it should be noted that this high approval gives an impression that there is a high conviction by the study sample that the entrepreneurs are satisfied with the level of services Provided by business incubators and it suits their needs, but this opinion is limited to the viewpoint of workers and experts, and therefore can not be relied upon absolutely without verifying the opinion of the entrepreneurs themselves, which can have different opinions, where through researchers interviewed with a group of entrepreneurs Those who benefited from the incubator, some of them indicated that the services provided by the incubator are not up to their expectations and that the incubators' experience in providing consultations in some technical aspects is not at the required level.

These results differed with the results of both (Al-Nakhala, 2015) and (Barhoum, 2014) studies, where both studies indicated that the level of providing all services during and after graduation from the incubator was low, and both studies attributed this to the fact that the incubator is still characterized by modernity and that there is weakness In the availability of a specialized administrative staff, and that the focus is on a certain type of services versus other necessary, and also differed with the study (Al-Qawasmeh, 2010) which indicated that the provision of services by incubators was low and did not support projects significantly.

As for the studies of Messeghem et al., (2017), (BAKKALI et al., 2014), (Vanderstraeten et al., 2012), the results of the study agreed with them on the importance of providing services that suit the needs of entrepreneurs, and that achieving their satisfaction is a major goal. The incubator should strive to achieve it.

**Second: Analyzing the Paragraphs of "Improving Incubator Performance".**

The mean, standard deviation, relative weight, rank, and t-test value were used to find the degree of approval. The results are shown in the following table.

**Table 11:** Arithmetic mean, standard deviation, relative weight, rank, and t-test value for each item in the "Improving Incubator Performance" field.

#	Paragraph	SMA	Standard Deviation	Relative Weight	Degree Of Approval	Test Value	Probability Value	Ranking
1.	The incubator has a specific vision for the future and seeks to achieve it	4.15	0.81	82.96	Large	10.41	0.000	3
2.	The incubator can achieve its goals through its available resources	3.67	0.97	73.33	Large	5.04	0.000	11
3.	The incubator achieves stakeholder goals efficiently and effectively	3.78	0.92	75.56	Large	6.18	0.000	10
4.	The incubator has a clear organizational structure	4.09	0.81	81.85	Large	9.95	0.000	5
5.	Responsibilities are defined and the roles are distributed fairly to the employees	3.87	0.83	77.41	Large	7.75	0.000	9
6.	The incubator receives honors and awards for her support of entrepreneurship	3.91	0.80	78.18	Large	8.43	0.000	8
7.	There is a steady increase in the satisfaction of entrepreneurs and other stakeholders with the services provided by the incubator.	3.65	0.78	72.96	Large	6.10	0.000	12
8.	The incubator takes seriously the complaints of the entrepreneurs and finds suitable solutions for them	4.07	0.72	81.45	Large	11.11	0.000	7
9.	The incubator has various contacts and relationships with local and international professional networks and organizations	4.31	0.72	86.18	Very Large	13.54	0.000	2

#	Paragraph	SMA	Standard Deviation	Relative Weight	Degree Of Approval	Test Value	Probability Value	Ranking
10	The incubator is diversifying the sources of funding to ensure the sustainability of the incubator's work	4.15	0.94	82.96	Large	8.98	0.000	3
11	The incubator allows entrepreneurs, employees and other stakeholders to obtain relevant data and information in a timely manner	4.07	0.87	81.48	Large	9.12	0.000	6
12	There is a continuous improvement in incubator performance	4.35	0.73	86.91	Very Large	13.75	0.000	1
<b>All Paragraphs Of The Field Together</b>		4.01	0.58	80.12	Large	12.97	0.000	

The value of the tabular t at freedom (54) and the level of significance 0.05 equals 1.67.

The value of the tabular t at freedom (54) and the level of significance 0.01 is equal to 2.39.

From the previous table, the following can be drawn:

- The arithmetic mean for the twelfth paragraph "There is a continuous improvement in the incubator's performance" equal to 4.35 (total score of 5), meaning that the relative weight is 86.91%, and this means that there is great agreement by the members of the sample on this paragraph, which indicates that the incubator benefits from Her past experiences and is constantly improving her performance.
- The mean of the seventh paragraph "a steady increase in the satisfaction of entrepreneurs and other stakeholders on the services provided by the incubator" is equal to 3.65, meaning that the relative weight of 72.96%, and this means that there is great agreement by the sample members on this paragraph, attributing the researchers to the paragraph's ranking Finally, incubators may need to review their mechanism for monitoring and assessing progress in achieving stakeholder expectations.
- In general, it can be said that the mean of the "improving incubator performance" is equal to 4.01, that is, the relative weight is 80.12%, and this means that there is agreement by the individuals of the sample on the paragraphs of this field.

This indicates that incubators are constantly working to enhance their role in supporting entrepreneurship and increasing the value of their services provided to entrepreneurs, and this is consistent with the study (Al-Azzam and Musa, 2010) where he indicated the importance of incubators focusing on the administrative and technical services they provide for entrepreneurial projects Which contributes to improving its performance and increasing the chances of its success, and also is consistent with a study (Barhoum, 2014) which indicated that the success rate of projects increases with an increase in the percentage of services provided to them by the business incubator, and with the study (Al-Nakhala, 2015) that concluded that technological incubators are considered An essential driver in the support and development of small enterprises and having a prominent role in supporting Scientific research, creativity, and administrative and technical guidance for small projects, also agreed with a study (M'Chirgui, 2012) that indicated that business incubators need to constantly increase their professional competence, and with a study (Struwog & Meru, 2011) that showed the importance of improving incubator performance which in turn affects On its services provided to incubated companies.

## Testing the Study Hypotheses

**Ho 1:** There is a statistically significant relationship at the significance level of ( $\alpha \leq 0.05$ ) between the two dimensions of community development and entrepreneurs and improving the performance of business incubators in Gaza Strip.

To test this hypothesis, the "Pearson correlation coefficient" test was used, and the following table illustrates this.

**Table 12:** Correlation coefficient between the (community development and entrepreneurial) dimensions and improving the performance of business incubators in Gaza Strip

Sub-Hypotheses	Pearson Correlation Coefficient	Probability Value (Sig.)	Significance
<b>Ho 1-1:</b> There is a statistically significant relationship at the level of ( $\alpha \leq 0.05$ ) between the community development dimension and improving the performance of business incubators in Gaza Strip.	.671	*0.000	Sig.
<b>Ho 1-2:</b> There is a statistically significant relationship at the significance level of ( $\alpha \leq 0.05$ ) between the entrepreneur dimension and improving the performance of business incubators in Gaza Strip.	.768	*0.000	Sig.

\* Correlation significant statistically at the significance level ( $\alpha \leq 0.05$ )

The tabular R is at a free degree (53) and the level of significance 0.01 equals 0.354

Tabular R at freedom degree (53) and moral level 0.05 equals 0.273

With reference to the previous table, the following is evident:

- The correlation coefficient between the societal development dimension and improving the performance of business incubators in Gaza Strip is 0.671 and the probability value (Sig.) Equals 0,000 which is less than 0.05 this indicates a statistically significant relationship between the community development dimension and improving the performance of business incubators in Gaza Strip.
- The correlation coefficient between the entrepreneur dimension and improving the performance of business incubators in Gaza Strip is 0.768 and the probability value (Sig.) Equals 0,000 which is less than 0.05 this indicates a statistically significant relationship between the entrepreneur dimension and improving the performance of business incubators in Gaza Strip.

**Ho 2:** There is a statistically significant effect at the significance level of ( $\alpha \leq 0.05$ ) for both community development and entrepreneurs in improving the performance of business incubators in Gaza Strip.

To test this hypothesis, multiple linear regression was used, and the following table illustrates this:

**Table 13:** Multiple Linear Regression Analysis

Independent Variables	Regression Coefficients	T Test Value	Probability Value (Sig.)
Fixed amount	0.440	1.044	0.301
Community Development Dimension	0.329	2.221	0.031
Entrepreneurial Dimension	0.565	4.912	0.000
Correlation coefficient = 0.790		Modified determination coefficient = 0.625	
Test value F = 43.279		Probability value = 0.000	

From the results shown in the previous table, it can be concluded that:

- Correlation coefficient = 0.790, and the adjusted coefficient of determination = 0.625, which means that 62.5% of the change in improving business incubator performance was explained by the linear relationship and the remaining percentage may be due to other factors that affect improving the performance of business incubators in Gaza Strip.
- The calculated test value of F was 43,279, and the probability value is 0,000, which means rejecting the null hypothesis and accepting a statistically significant relationship between the two dimensions of community development and entrepreneurs and improving the performance of business incubators in Gaza Strip.
- It was found that the variable "entrepreneurial dimension" influenced the improvement of the performance of business incubators in Gaza Strip by 56.5%, while it was found that the entrepreneurial dimension was affected by 32.9%.

**Regression Equation:**

Improving the performance of business incubators = 0.440 + 0.329 (community development dimension) + 0.565 (entrepreneurial dimension).

**Ho 3:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers about the effect of the two dimensions of community development and entrepreneurs on improving the performance of business incubators in Gaza Strip due to personal data (gender, age, educational qualification, nature of work in Incubator, years of work experience).

To test this hypothesis, a "T test for two independent samples" was used to find out whether there were statistically significant differences and it is a teacher test suitable for comparing the mean of two sets of data. Also, the "mono-variance" test was used to find out whether there were statistically significant differences and this parameter test is valid to compare 3 or more averages.

**This main hypothesis is subdivided into the following sub-assumptions:**

**Ho 3-1:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers regarding the effect of the societal and entrepreneurial dimensions on improving the performance of business incubators in Gaza Strip due to the gender variable.

To test this hypothesis, a "T-test for two independent samples" was used, and the following table illustrates this.

**Table 14:** Results of the T-test for two independent samples - gender

Domain	Gender	The Number	The Average	Standard Deviation	T Value	Significance Level	Significance
Community Development Dimension	Male	43	3.90	0.45	-0.345	0.731	Not Sig
	Female	12	3.95	0.52			
Entrepreneurial Dimension	Male	43	3.97	0.52	-1.383	0.172	Not Sig
	Female	12	4.24	0.80			
Improve the performance of	Male	43	4.03	0.48	-0.712	0.479	Not Sig

business incubators	Female	12	4.16	0.61		
---------------------	--------	----	------	------	--	--

The value of the tabular t at freedom (54) and the level of significance 0.05 equals 1.67.

The value of the tabular t at freedom (54) and the level of significance 0.01 is equal to 2.39.

From the results shown in the previous table, it was found that the probability value (Sig.) Corresponding to the “T - for two independent samples” is greater than the significance level of 0.05 for all domains. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these areas due to Sex. This means that both sexes have close opinions about the study variables in incubators, and researchers attribute this to the fact that the nature of work in incubators is one and there is no difference in the job roles in favor of either party over the other.

These results were consistent with the studies of (Al-Farra et al., 2016), (Al-Nakhala, 2015), which showed that there were no statistically significant differences in the opinions of individuals of the study sample attributed to sex and differed with the study (Al-Mobaideen et al., 2016) that showed differences in opinions of respondents attributed to the sex.

**Ho 3-2:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers regarding the effect of the two dimensions of community development and entrepreneurs on improving the performance of business incubators in Gaza Strip due to the age variable.

To test this hypothesis, a "mono-contrast" test was used, and the following table illustrates this.

**Table 15:** Results of the "mono-contrast" test - age

Domain	Source Of Contrast	Sum Of Squares	Degrees Of Freedom	Average Squares	F Value	Significance Level	Significance
Community Development Dimension	Between groups	0.458	3	0.153	0.709	0.551	Not Sig
	Within groups	10.987	51	0.215			
	<b>Total</b>	11.445	54				
Entrepreneurial Dimension	Between groups	3.127	3	1.042	3.340	*0.026	Not Sig
	Within groups	15.913	51	0.312			
	<b>Total</b>	19.040	54				
Improve the performance of business incubators	Between groups	2.395	3	0.798	2.633	0.060	Not Sig
	Within groups	15.464	51	0.303			
	<b>Total</b>	17.859	54				

\* The difference between the averages is statistically significant at the significance level ( $\alpha \leq 0.05$ ).

The value of the F table at the degrees of freedom (3, 51) and the significance level 0.05 equals 2.78.

The value of the F table at the degrees of freedom (3, 51) and the significance level 0.01 equals 4.19.

From the results shown in the previous table, it was found that the probability value (Sig.) Corresponding to the “mono-variance” test is less than the significance level 0.05 for the field of “entrepreneurial dimension” and thus it can be concluded that there are statistically significant differences between the averages of the study sample estimates about this field due to Age.

As for the rest of the domains, it was found that the probability value (Sig.) is greater than the significance level 0.05, and thus it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these domains and fields combined together due to age.

The following table shows the results of the LSD test for comparing the mean age groups for the same field, as it was found that there are statistically significant differences between the averages of those under the age of 25 years and those between the ages of (25 to 34 years, 35 to 45 years, greater than 45 years) This is for the benefit of those under the age of 25 years, and it has also been shown that there are statistically significant differences between the averages of those over the age of 45 years and between the ages of (25 to 34 years, 35 to 45 years) and that for the benefit of those aged between (25 to 34 years, 35 to 45 years), while there were no statistically significant differences between the averages of those aged 25 to 34 years Among people aged 35 to 45 years, differences generally tend to favor the older age group and who may have greater friction with entrepreneurs due to their longer experience, which explains these differences.

These results were consistent with the study (Al-Mobaideen et al., 2016), which showed differences in the opinions of the study sample individuals due to the age variable, and the study differed with each of (Al-Farra et al., 2016), and (Helles and Obaid, 2016), (Abu Sharkh, 2012), (Al-Nakhala, 2015), (Barhoum, 2014) whose results showed that there were no differences between the individuals of the study sample due to age.

**Table 16:** LSD test results to compare age group averages for the Entrepreneur Dimension field

Categories	The Difference Between The Averages
------------	-------------------------------------

	Under 25 years	From 25 to 34 years	From 35 to 45 years	Over 45 years
Under 25 years				
From 25 to 34 years	*0.435			
From 35 to 45 years	*0.410	-0.025		
Over 45 years	*0.926	*0.491	*0.516	

\* The difference between the two meanings is statistically significant at the significance level of ( $\alpha \leq 0.05$ ).

**Ho 3-3:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers regarding the effect of the two dimensions of community development and entrepreneurs on improving the performance of business incubators in Gaza Strip due to the variable of the educational qualification.

To test this hypothesis, a "T-test for two independent samples" was used, and the following table illustrates this.

**Table 17:** Results of the T-test for two independent samples - Qualification

Domain	Educational Qualification	The Number	SMA	Standard Deviation	T Value	Significance Level	Significance
Community Development Dimension	BA	22	4.01	0.46	1.289	0.203	Not Sig
	Postgraduate	33	3.85	0.46			
Entrepreneurial Dimension	BA	22	4.19	0.56	1.462	0.150	Not Sig
	Postgraduate	33	3.94	0.61			
Improve the performance of business incubators	BA	22	4.12	0.70	1.118	0.269	Not Sig
	Postgraduate	33	3.93	0.49			

The value of the tabular t at freedom (54) and the level of significance 0.05 equals 1.67.

The value of the tabular t at freedom (54) and the level of significance 0.01 is equal to 2.39.

From the results shown in the previous table, it was found that the probability value (Sig.) Corresponding to the "T-test for two independent samples" is greater than the significance level 0.05 for all domains, and thus it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these domains and the combined fields Together, they are attributed to the scientific qualification, the researchers attribute this to the fact that most of the sample members have high qualifications, which means that they are closely related in scientific and intellectual terms.

These results were consistent with the studies of (Zebda and Abu Eida, 2016), (Al-Farra et al., 2016), (Helles and Obaid, 2016) and (Barhoum, 2014) whose results showed no differences between The opinions of the study sample were attributed to the educational qualification, and they differed with the study of (Al-Mobaideen et al., 2016), (Abu Sharkh, 2012), and (Al-Nakhala, 2015), where their results showed that there are differences between the opinions of a sample The study is attributed to the educational qualification.

**Ho 3-4:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the respondents' averages regarding the effect of the two dimensions of community development and entrepreneurs on improving the performance of business incubators in Gaza Strip due to the variable nature of work in the incubator.

To test this hypothesis, a "T-test for two independent samples" was used, and the following table illustrates this.

**Table 18:** Results of the "T-Test for Two Independent Samples" - the nature of the work in the incubator

Domain	The Nature Of Work In The Incubator	The Number	SMA	Standard Deviation	T Value	Significance Level	Significance
Community Development Dimension	Administrative / employee in the incubator	26	4.14	0.27	3.941	*0.000	Sig.
	Consultant/ business development expert	29	3.70	0.50			
Entrepreneurial Dimension	Administrative / employee in the incubator	26	4.34	0.38	4.174	*0.000	Sig.
	Consultant/ business development expert	29	3.76	0.62			
Improve the performance of business incubators	Administrative / employee in the incubator	26	4.31	0.43	4.338	*0.000	Sig.
	Consultant/ business development expert	29	3.73	0.56			

\* The difference between the two averages is statistically significant at the significance level ( $\alpha \leq 0.05$ ).

The value of the tabular t at freedom (54) and the level of significance 0.05 equals 1.67.

The value of the tabular t at freedom (54) and the level of significance 0.01 is equal to 2.39.

From the results shown in the previous table, it was found that the probability value (Sig.) Corresponding to the test “T - for two independent samples” is less than the significance level 0.05 for all domains, and thus it can be concluded that there are statistically significant differences between the averages of the study sample estimates about these areas due to the nature Working in the incubator for the benefit of those whose job is administrative / employee in the incubator, and researchers attribute these differences for two reasons:

- The first reason is that employees are more in touch with practical realities and administrative processes in incubators.
- The second reason is that the experts' view may be more comprehensive due to their long experience and extensive knowledge, as well as their dealings with several incubators at the same time.

These results were in agreement with a study (Abu Sharkh, 2012) whose results showed that there were differences in the opinions of the study sample individuals due to the nature of the work, and differed with the studies (Zebda and Abu Eida, 2016), (Al-Farra et al., 2016), and (Helles and Obaid, 2016) which showed that there were no differences between the study sample individuals due to the nature of their work.

**Ho 3-5:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers regarding the effect of the two dimensions of community development and entrepreneurs on improving the performance of business incubators in Gaza Strip due to the variable years of work experience.

To test this hypothesis, a "mono-contrast" test was used, and the following table illustrates this.

**Table 19:** Results of the "monochrome" test - years of work experience

Domain	Source Of Contrast	Sum Of Squares	Degrees Of Freedom	Average Squares	F Value	Significance Level	Significance
Community Development Dimension	Between groups	0.289	3	0.096	0.440	0.725	Not Sig
	Within groups	11.156	51	0.219			
	<b>Total</b>	11.445	54				
Entrepreneurial Dimension	Between groups	2.211	3	0.737	2.233	0.096	Not Sig
	Within groups	16.829	51	0.330			
	<b>Total</b>	19.040	54				
Improve the performance of business incubators	Between groups	4.035	3	1.345	4.962	*0.004	Sig.
	Within groups	13.824	51	0.271			
	<b>Total</b>	17.859	54				

The value of the F table at the degrees of freedom (3, 51) and the significance level 0.05 equals 2.78.

The value of the F table at the degrees of freedom (3, 51) and the significance level 0.01 equals 4.19.

From the results shown in the previous table, it was found that the probability value (Sig.) Corresponding to the “mono-variance” test is greater than the significance level 0.05 for the two dimensions of societal development and entrepreneurship. To years of work experience, this means that there is an agreement in incubators between groups with different years of experience (most of the sample 81.8% have at least 3 years of experience).

These results were in agreement with some studies such as (Zebda and Abu Eida, 2016), (Al-Farra et al., 2016), (Helles and Obaid, 2016), (Abu Sharkh, 2012), and (Barhoum, 2014). Their results showed that there were no differences attributable to years of experience, and they differed with the study of (Al-Mobaideen et al., 2016) and (Al-Nakhala, 2015), which showed the presence of differences attributable to years of experience.

While it was found that the probability value (Sig.) Corresponding to the "mono-variance to improve performance" test is less than the significance level 0.05, thus it can be concluded that there are statistically significant differences between the averages of the study sample estimates due to years of work experience, and the following table shows the results of the LSD test To compare the averages of the years of work experience categories in the field of improving the performance of business incubators in Gaza Strip, where the results show that there are statistically significant differences between the averages of those with 3 to 6 years of experience and those with 7 to 10 years of experience and more than 10 years, for the benefit of those Their years of experience range from 3 To 6 years, it was also found that there were statistically significant differences between the averages of those who have less than 3 years of experience and those whose years of experience are more than 10 years, for the benefit of those with less than 3 years of experience, and finally it was found that there were no statistically significant differences between the rest of the categories Years of experience, this means that there is a difference in the perceptions of the individuals of the study sample according to the different years of their experience and the researchers attribute that because the greater the period of experience the individual becomes more understanding of reality and more able to give a more comprehensive evaluation.

These results were consistent with the study of (Al-Mobaideen et al., 2016) and (Al-Nakhala, 2015), whose results showed that there were differences in the opinions of the individuals of the study sample due to years of experience, and they differed with studies (Zebda and Abu Eida, 2016) , (Al-Farra et al., 2016), (Helles and Obaid, 2016), (Abu Sharkh, 2012), and (Barhoum, 2014) whose results showed no differences due to years of experience,

**Table 20:** LSD test results to compare average years of work experience categories in the field of improving business incubators in Gaza Strip

Categories	The Difference Between The Averages			
	Less than 3 years	From 3 to 6 years	From 7 to 10 years	More than 10 years
Less than 3 years				
From 3 to 6 years	0.008			
From 7 to 10 years	0.429	*0.421		
More than 10 years	*0.638	*0.629	0.208	

\* The difference between the two meanings is statistically significant at the significance level of ( $\alpha \leq 0.05$ ).

## Results

The following Results and recommendations were reached:

- The results showed that the relative weight of the entrepreneur dimension was a relative weight (80.66%), and after community development it was a relative weight (78.18%).
- As for the order of the paragraphs in terms of their approval in each dimension of the independent variable, the following table shows the paragraphs that got the highest rank and those that got the lowest rank:

**Table 21:** Paragraph arrangement for each dimension

Dimension	First Paragraphs	The Last Ranked Paragraphs
After community development	The incubator works to spread the culture of entrepreneurship among young people.	Most of the companies that benefit from the incubator will continue to work for at least three years after the end of incubation.
After the entrepreneurs	The incubator seeks to provide a variety of services to suit the needs of entrepreneurs.	The incubator has a mechanism for collecting data from the graduating companies to follow up their performance

- The results of the study showed that there is great agreement by the sample members on the paragraphs of the dependent variable, as it obtained a relative weight of 80.12%.
- The twelfth paragraph "There is a continuous improvement in the performance of the incubator" got the first rank, while the seventh paragraph "There is a steady increase in the satisfaction of entrepreneurs and other stakeholders on the services provided by the incubator" on the last rank
- The results showed a statistically significant positive relationship between applying the two dimensions of community development and entrepreneurs to improving the performance of business incubators.
- The linear regression analysis model showed that the dimensions of societal development and entrepreneurs affect 62.5%, and the rest are due to other factors.
- The results showed that there were no statistically significant differences between the averages of the respondents' answers about the dimensions of community development and entrepreneurship in business incubators in Gaza Strip due to the following personal data (gender, educational qualification, years of work experience), and the presence of differences attributable to the following data (age, nature of work in Babysitter).
- The results showed that there were no statistically significant differences between the averages of the respondents' answers about improving the performance of business incubators in Gaza Strip due to the following personal data (gender, age, educational qualification), and the presence of differences attributable to the following data (nature of work in the incubator, years of work experience).

## Recommendations

In light of the results revealed by the study from the effective impact of community development and entrepreneurs in improving the performance of business incubators, the following recommendations can be proposed:

- The need for the incubator to be more interested in monitoring statistics related to the rate of continuity and resilience of the incubated companies after graduation, and the size of the growth in their sales, and also focus on the number of jobs created in these companies, so that these data must be collected periodically, whether monthly, semi-annually or annually, in order to

monitor the extent of The progress these companies are making, as this information is very important for funders and investors.

- It is important for incubators to conduct a periodic evaluation to measure the satisfaction of entrepreneurs in the incubation period and after incubation and the need to take the evaluation results into consideration to improve the level of services provided to them, and it is also necessary for the incubator to put in place a more effective mechanism for follow-up with companies after the incubation ends and guide them and guide them so that the project can rely On himself completely.
- Incubators can also work later, when you have gained enough experience on community development and entrepreneurs to improve the performance of business incubators in dimensions appropriate to the nature of the work of their companies.

## References

- [1]Abdalmenem, S. A. M., et al. (2018). "The Performance Efficiency of University Education between Reality and Expectations." International Journal of Academic Management Science Research (IJAMSR) 2(10): 66-76.
- [2]Abdalmenem, S. A., et al. (2018). "Performance Efficiency of University Education from Students Perspective." International Journal of Engineering and Information Systems (IJEAIS) 2(11): 10-24.
- [3]Abdalmenem, S. A., et al. (2019). "Increasing the Efficiency of Palestinian University Performance through the Implementation of E-Learning Strategies." International Journal of Academic Management Science Research (IJAMSR) 3(7): 15-28.
- [4]Abdalmenem, S. A., et al. (2019). "Relationship between e-Learning Strategies and Educational Performance Efficiency in Universities from Senior Management Point of View." International Journal of Academic Information Systems Research (IJASIR) 3(6): 1-7.
- [5]Abdullah, Muhammad (2015). The use of the balanced scorecard and its impact on the quality of banking services. (Master Thesis), University of Sudan.
- [6]Abu Hashhash, Arwa (2016). Youth entrepreneurship survey and entrepreneurship survey report, Palestinian Economic Policy Research Institute (MAS), Ramallah, Palestine.
- [7]Abu Naser, S. S. and M. J. Al Shobaki (2016). "Computerized Management Information Systems Resources and their Relationship to the Development of Performance in the Electricity Distribution Company in Gaza." EUROPEAN ACADEMIC RESEARCH 6(8): 6969-7002.
- [8]Abu Naser, S. S. and M. J. Al Shobaki (2016). The Impact of Management Requirements and Operations of Computerized Management Information Systems to Improve Performance (Practical Study on the employees of the company of Gaza Electricity Distribution). First Scientific Conference for Community Development.
- [9]Abu Naser, S. S., et al. (2016). "KM Factor Affecting High Performance in Intermediate Colleges and its Impact on High Performance-Comparative Study." Computational Research Progress in Applied Science & Engineering 2(4): 158-167.
- [10]Abu Naser, S. S., et al. (2016). "KMM Factors Affecting High Performance in Universities' Case Study on Al-Quds Open University in Gaza-Strip'." International Journal of Information Technology and Electrical Engineering 5(5): 46-56.
- [11]Abu Naser, S. S., et al. (2016). "Knowledge Management Maturity in Universities and its Impact on Performance Excellence" Comparative study". Journal of scientific and Engineering research 3(4): 4-14.
- [12]Abu Naser, S. S., et al. (2016). "Measuring knowledge management maturity at HEI to enhance performance-an empirical study at Al-Azhar University in Palestine." International Journal of Commerce and Management Research 2(5): 55-62.
- [13]Abu Naser, S. S., et al. (2017). Technical Education and its Role in Promoting Entrepreneurship in Gaza Strip. Second Scientific Conference on Sustainability and enhancing the creative environment of the technical sector Palestine Technical College - Deir Al Balah 6-7 December 2017.
- [14]Abu Qahf, Abd al-Salam (2001). Business Studies: The Arab Nile Group.
- [15]Abu Sharkh, Jamal Hassan (2012). The extent of the possibility of evaluating the performance of the Islamic University of Gaza using the Balanced Scorecard. (Master Thesis), Islamic University of Gaza.
- [16]Al Hila, A. A., et al. (2018). "University Governance as an Input to Strengthen Partnership with Local Community Organizations-A Comparative Study between Public and Private Universities." International Journal of Academic Multidisciplinary Research (IJAMR) 2(8): 35-61.
- [17]Al Shobaki, M. J. and S. S. Abu Naser (2016). "Performance development and its relationship to demographic variables among users of computerized management information systems in Gaza electricity Distribution Company." International Journal of Humanities and Social Science Research 2(10): 21-30.
- [18]Al Shobaki, M. J. and S. S. Abu Naser (2016). "The reality of modern methods applied in process of performance assessments of employees in the municipalities in Gaza Strip." International Journal of Advanced Scientific Research 1(7): 14-23.
- [19]Al Shobaki, M. J. and S. S. Abu-Naser (2017). "The Requirements of Computerized Management Information Systems and Their Role in Improving the Quality of Administrative Decisions in the Palestinian Ministry of Education and Higher Education." International Journal of Academic Pedagogical Research (IJAPR) 6(6): 7-35.

- [20]Al Shobaki, M. J., et al. (2018). "The Level of Promotion of Entrepreneurship in Technical Colleges in Palestine." *International Journal of Engineering and Information Systems (IJEAIS)* 2(1): 168-189.
- [21]Al Shobaki, M. J., et al. (2018). "The Role of Measuring and Evaluating Performance in Achieving Control Objectives-Case Study of" Islamic University"." *International Journal of Engineering and Information Systems (IJEAIS)* 2(1): 106-118.
- [22]Al Shobaki, M. J., et al. (2019). "The Intermediate Role of Knowledge and Information Management in the Relationship between Adopting the Strategy Criterion and Improving Overall Performance." *International Journal of Academic Management Science Research (IJAMSR)* 2(12): 16-30.
- [23]Al Shobaki, M. J., et al. (2019). "The Role of Human Resources in Interpreting the Relation between the Emphases on the Operations Standard and Improving the Overall Performance of the Palestinian Universities." *International Journal of Academic Management Science Research (IJAMSR)* 3(5): 60-75.
- [24]Al Shobaki, M., et al. (2018). "Performance Reality of Administrative Staff in Palestinian Universities." *International Journal of Academic Information Systems Research (IJASIR)* 2(4): 1-17.
- [25]Alayoubi, Mansour M., Al Shobaki, Mazen J., Abu-Naser, Samy S. (2020). "Requirements for Applying the Strategic Entrepreneurship as an Entry Point to Enhance Technical Innovation: Case Study - Palestine Technical College- Deir al-Balah", *International Journal of Business and Management Invention (IJBMI)*, 9(3): 1-17
- [26]Al-Azzam, Anwar and Musa, Sabbah. (2010). the impact of using business incubators on the success of entrepreneurial projects in Jordan, *Journal of Administration and Economics*, 139-165.
- [27]Aldammagh, Ziad J., Abdalmenem , Samia A. M., and Al Shobaki , Mazen J. (2020).Business Incubators and Their Role in Entrepreneurship of Small Enterprises, *International Journal of Information Technology and Electrical Engineering (ITEE Journal)*, 9(1): 47-59.
- [28]Al-Farra, Majed Muhammad, Hejazi, Bassam Ahmed, Madi, Kamel Abu Ahmad (2016). Measuring the performance of public sector institutions in Gaza Strip using the balanced scorecard. *Journal of the Islamic University of Economic and Administrative Studies*, 25 (1).
- [29]AlFerjany, A. A. M., et al. (2018). "The Relationship between Correcting Deviations in Measuring Performance and Achieving the Objectives of Control-The Islamic University as a Model." *International Journal of Engineering and Information Systems (IJEAIS)* 2(1): 74-89.
- [30]Al-Habil, W. I., et al. (2017). "The Impact of the Quality of Banking Services on Improving the Marketing Performance of Banks in Gaza Governorates from the Point of View of Their Employees." *International Journal of Engineering and Information Systems (IJEAIS)* 1(7): 197-217.
- [31]Alhelou, E., et al. (2017). "The Quality of Banking Services as an Input to Improve the Marketing Performance of Banks in Gaza Governorates from the Point of View of Customers." *International Journal of Information Technology and Electrical Engineering* 6(5): 58-66.
- [32]Al-Hila, A. A., et al. (2017). "The Impact of Applying the Dimensions of IT Governance in Improving e-training-Case Study of the Ministry of Telecommunications and Information Technology in Gaza Governorates." *International Journal of Engineering and Information Systems (IJEAIS)* 1(7): 194-219.
- [33]Al-Hila, A. A., et al. (2017). "The Quality of Banking Services in Light of the Financial Transformations and Their Impact on the Marketing Performance of the Banks in Gaza Strip." *International Journal of Engineering and Information Systems (IJEAIS)* 1(8): 36-57.
- [34]Al-Jarjawi, Ziyad (2010). *Methodological rules for building the questionnaire*, second edition, Sons of Surge Press, Palestine.
- [35]Al-Mobaideen, Saif Muhammad Deeb, Al-Kharabsheh, Faris Irshaid, and Al-Qudah, Laith Akram (2016). The effect of applying a balanced scorecard on maximizing profitability in Jordanian telecom companies. *Jordanian Journal of Business Administration*, 12 (4), 841-875.
- [36]Al-Mubarak, Hanadi, & Busler, Michael. (2010). Business incubators models of the USA and UK: A SWOT analysis. *World Journal of Entrepreneurship, Management and Sustainable Development*, 6(4), 335-354.
- [37]Al-Nakhala, Mona Radwan. (2015). The technological incubator and its role in supporting and developing small projects, a comparative study between the incubator of the Islamic University and the incubator of the university college. (Master Thesis), Islamic University- Gaza.
- [38]Al-Qawasmeh, Mayson (2010). The reality of business incubators and their role in supporting small projects in the West Bank. (Master Thesis), Hebron University, Palestine.
- [39]Al-Shukri, Muhammad's Auda (2012). The Palestinian experience in business incubators and its role in developing new business for young people. Working paper presented to the conference "Youth and Development in Palestine: Problems and Solutions" Gaza, Palestine.
- [40]Amuna, Y. M. A., et al. (2019). "Fintech: Creative Innovation for Entrepreneurs." *International Journal of Academic Accounting, Finance & Management Research (IJAAFMR)* 3(3): 8-15.
-

- [41]Arqawi, S. M., et al. (2018). "The Degree of Employee Awareness of the Reality of Excellence in Performance at the Technical University of Palestine (Kadoorei)." *International Journal of Academic Management Science Research (IJAMSR)* 2(9): 27-40.
- [42]Arqawi, S. M., et al. (2018). "The Impact of Obstacles to the Application of Knowledge Management to Performance Excellence." *International Journal of Engineering and Information Systems (IJEAIS)* 2(10): 32-50.
- [43]BAKKALI, Chaffik , Messeghem, Karim, & Sammut, Sylvie. (2014). Professionalization of Incubators: The Balanced Scorecard as a Useful Management Tool. Paper presented at the ICSB World Conference Proceedings.
- [44]Barhoum, Basma (2014). The role of business and technology incubators in solving the problem of unemployment for entrepreneurs in Gaza Strip, case study: projects of the incubator of the Islamic University of Gaza (Mubadron - Spark). (Master Thesis), Islamic University of Gaza.
- [45]El Talla, S. A., et al. (2017). Technical Colleges as Smart Organizations and their Relationship to Sustainability. Second Scientific Conference on Sustainability and enhancing the creative environment of the technical sector Palestine Technical College - Deir Al Balah 6-7 December 2017.
- [46]El Talla, S. A., et al. (2018). "The Reality of the Overall Performance Level in the Palestinian Universities." *International Journal of Academic Multidisciplinary Research (IJAMR)* 2(9): 21-29.
- [47]El Talla, S. A., et al. (2018). "The Reality of University Performance According to the Models of Excellence in Palestinian Universities." *International Journal of Academic Multidisciplinary Research (IJAMR)* 2(10): 62-77.
- [48]El Talla, S. A., et al. (2019). "Intermediate Role of the Criterion of Focus on the Students Benefiting in the Relationship between Adopting the Criterion of Partnership and Resources and Achieving Community Satisfaction in the Palestinian Universities." *International Journal of Academic Multidisciplinary Research (IJAMR)* 2(12): 47-59.
- [49]FarajAllah, A. M., et al. (2018). "The Impact of Technological and Human Requirements for Re-Engineering Processes in Improving Productivity." *International Journal of Academic Information Systems Research (IJASIR)* 2(9): 29-38.
- [50]FarajAllah, A. M., et al. (2018). "The Impact of the Leadership Standard in International Quality Models on Improving University Performance through the Intermediate Role of the Strategy Standard." *International Journal of Engineering and Information Systems (IJEAIS)* 2(9): 21-32.
- [51]FarajAllah, A. M., et al. (2019). "Measuring the Dominant Pattern of Leadership and Its Relation to the Functional Performance of Administrative Staff in Palestinian Universities." *International Journal of Information Technology and Electrical Engineering* 7(5): 13-34.
- [52]Helles, Salem Abdullah, and Obaid, Walid Salman. (2016). the extent of the possibility of applying the balanced scorecard as a tool to evaluate the performance of the Gaza Electricity Distribution Company. *Journal of the Islamic University for Economic and Management Studies*, 24 (3), 1-20.
- [53]M'Chirgui, Zouhaïer. (2012). Assessing the performance of business incubators: recent France evidence. *Business and Management Research*, 1(1), p62.
- [54]Messeghem, Karim, Bakkali, Chaffik, Sammut, Sylvie, & Swalhi, Abdelaziz (2017). Measuring Nonprofit Incubator Performance: Toward an Adapted Balanced Scorecard Approach. *Journal of Small Business Management*.
- [55]Messeghem, Karim, Sammut, Sylvie, Gangloff, Florence, & Bakkali, Chaffik (2017). Performance measurement of French incubators. *International Journal of Entrepreneurship and Small Business*, 30(1), 4-21.
- [56]Msallam, A. A., et al. (2019). "Computerized Management Information Systems and Its Relationship to Improving the Job Performance of the Employees of the Palestinian Cellular Telecommunications Company-Jawwal." *International Journal of Academic Information Systems Research (IJASIR)* 3(1): 15-29.
- [57]Msallam, A. A., et al. (2019). "The Reality of the Employees Performance in the Palestinian Cellular Telecommunications Company (Jawwal)." *International Journal of Academic Accounting, Finance & Management Research (IJAAFMR)* 2(12): 9-19.
- [58]Naser, S. S. A. and M. J. Al Shobaki (2016). "Computerized MIS Resources and their Relationship to the Development of Performance in the Electricity Distribution Company in Gaza."
- [59]Obaid, Walid (2014). The extent of the possibility of applying the balanced scorecard as a tool for evaluating the performance of Gaza Electricity Distribution Corporation (MA), Islamic University - Gaza, Palestine.
- [60]Owda, M. O., et al. (2019). "Entrepreneurs and Entrepreneurship in Gaza Strip between Reality and Ambition." *International Journal of Academic Management Science Research (IJAMSR)* 3(8): 1-12.
- [61]Owda, M. O., et al. (2019). "Personal Variables and Their Impact on Promoting Job Creation in Gaza Strip through Business Incubators." *International Journal of Academic Accounting, Finance and Management Research (IJAAFMR)* 3(8): 65-77.
- [62]Ozen, G., Yaman, M. and Acar, G. (2012). Determination of the employment status of graduates of recreation department. *The Online Journal of Recreation and Sport*, 1(2).
- [63]Salama, A. A., et al. (2017). "The Relationship between Performance Standards and Achieving the Objectives of Supervision at the Islamic University in Gaza." *International Journal of Engineering and Information Systems (IJEAIS)* 1(10): 89-101.
-

- [64]Salama, A. A., et al. (2018). "The Role of Administrative Procedures and Regulations in Enhancing the Performance of The Educational Institutions-The Islamic University in Gaza is A Model." *International Journal of Academic Multidisciplinary Research (IJAMR)* 2(2): 14-27.
- [65]shahada, Rania Y., El Talla, Suliman A., Al Shobaki, Mazen J., Abu-Naser, Samy S. (2020). Reality of Improving Performance of Business Incubators, *International Journal of Academic Management Science Research (IJAMSR)*, 4(3): 34-51
- [66]shahada, Rania Y., El Talla, Suliman A., Al Shobaki, Mazen J., Abu-Naser, Samy S. (2020). The Reality of Using the Balanced Scorecard in Business Incubators, *International Journal of Engineering and Information Systems (IJEAIS)*, 4(3): 67-95
- [67]Shamia, M. J., et al. (2018). "Using the Asian Knowledge Model "APO" as a Determinant for Performance Excellence in Universities-Empirical Study at Al-Azhar University-Gaza." *International Journal of Information Technology and Electrical Engineering* 7(1): 1-19.
- [68]Vanderstraeten, Johanna, Matthyssens, Paul, & van Witteloostuijn, Arjen. (2012). Measuring the performance of business incubators.
- [69]Zebda, Khaled Hassan, and Abu Eida, Omar. (2016). the extent of using the balanced scorecard in evaluating the performance of banks operating in Palestine and the difficulties of implementing them. *Al-Azhar University Journal - Gaza, Humanities Series*, 18 (1), 241-276.