

The Level of Achieving Job Quality in Palestinian University Colleges

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Abstract: The study aimed to identify the level of achieving the quality of job life through its dimensions (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances; participating in decision-making), and to reveal differences in the responses of sample members according to personal variables (gender; academic qualification; College; nature of work; years of service). The researchers used the descriptive and analytical approach and the questionnaire as the main tool for data collection. The study population reached (596) academic and administrative employees distributed among (5) university colleges in Gaza Strip, and a stratified random sample of (240) employees was selected, at a rate of (40.3%). SPSS software was used to analyze the data. The study concluded a set of results, the most important of which are (1) The results of the study showed that the availability of quality elements of job life in university colleges in Gaza Strip is appropriate in general in terms of: (moral working conditions, wages and rewards, participation in decision-making, handling complaints and grievances, benefits provided to employees). Job quality with relative weight (63.30%). (2) There are differences between the average responses of the respondents about the level of achieving quality of job life in Palestinian university colleges in Gaza Strip due to gender, differences in favor of the male category, and the nature of work for the category "academic with an administrative position". (3) There are no differences between the averages of the respondents' responses about the level of achieving quality of job life in university colleges in Gaza Strip due to academic qualification, college, and years of service. Among The Most Important Recommendations of the Study: (1) University colleges must provide benefits to employees such as: (providing health care, organizing recreational trips, contributing to solving economic problems, providing club subscriptions). (2) That university college's pay attention to handling complaints and grievances through: (Assigning an efficient and competent committee to handle complaints and grievances with all fairness and transparency, adopting and following up the results of the application of complaints and grievances handling, protecting the complainants from any arbitrary action against them).

Keywords: Quality of Job Life, University Colleges, Palestine

Introduction

The quality of job life is one of the administrative issues that occupied a distinguished place in the literature of human resource management and organizational behavior, given that the quality of job life is a concept that contains many elements that directly affect the performance of organizations and affect them, and this concept, although it seems limited to the direct environment of work, but It affects the personal life of employees as the individual is a human being who has many personal feelings and concerns which, if taken into account, will definitely cast a bad shadow on the performance of employees, and then on the performance of the organizations in which they work (Jad Al-Rab, 2008).

Therefore, contemporary management has come to fully believe that the success of the organization will depend on the achievement of its community mission through its relentless pursuit of implementing programs to develop the quality of work life in it, and the planning, development and maintenance of human resources is one of the important means that organizations resort to in order to raise their efficiency and effectiveness. The extent of success or failure of the organizations' efforts in achieving their goals of survival, stability, expansion, growth, productivity, profitability, improvement of services, and the achievement of the necessary advantage for this era full of various environmental variables.

Higher education is considered the body responsible for graduating trained manpower that contributes to achieving development and pushing its wheel forward, and since the philosophy and goals of higher education are mainly based on contributing to achieving development in society and meeting its requirements and needs, then higher education is the main source for the formation of skills and high capabilities. Regarding the human resource as the most important resource for bringing about development" (Hamdan, 2001).

University colleges are among the community institutions that affect and are affected by society, and they are required to work to keep abreast of all developments and to develop appropriate plans to address the problems that society may encounter, and therefore it is imperative to document their relationship with it, and for university colleges to become educational institutions based on serving it and achieving its goals And its ambitions and to become the engine of change, development and renewal in it for the sake of advancement and excellence.

Problem Statement

The world is witnessing major and accelerating transformations, especially at the level of technology, and the emergence of contemporary issues such as globalization; the quality; Total Quality Management; The quality of job life, which made the growing interest by companies and international organizations in the importance and influence of human resources for them, as they are the ones that produce, think and innovate, so I began to invest in human resources by providing them with the appropriate job environment to improve their performance and productivity (Jad Al-Rab, 2008).

Through the work of researchers in Palestinian universities, researchers have found that college employees are looking for more: amenities; Active participation in management; Opportunities for growth and development ... etc., so the researchers considered that the study problem is the following main question:

What Is The Level Of Availability Of Elements Of Job Quality In University Colleges In Gaza Strip?

It Gives Rise To The Following Sub-Questions:

Q1-: What is the quality of job life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances; participation in decision-making) in university colleges in Gaza Strip from the employees' point of view?

Q2-: Do the opinions of the respondents in university colleges in the governorates of Gaza differ regarding the elements of quality of work life according to different (gender; academic qualification; college; nature of work; years of service) from the employees' point of view?

Research Objectives

This study aims to achieve the following objectives:

1. Determining the quality levels of job life in university colleges in Gaza Strip from the employees' point of view.
2. Knowing the significance of the differences between the respondents regarding the quality of job life in university colleges in the governorates of Gaza from the employees' point of view.

Research Importance

This study acquires its importance from the importance of its topic, the results it will present, and the facts it will reveal, which will have scientific and practical benefit for university colleges and decision-makers in the Palestinian Ministry of Education and Higher Education, and can be detailed as follows:

1. The theoretical importance of this study is evident from the scientific enrichment it adds in the fields of concepts of quality of career in university colleges in Gaza Strip.
2. University colleges in Gaza Strip can, through this research, know their level of ownership to achieve a quality of job life.
3. Draw the attention of the university college's administration to the importance of providing quality job requirements.
4. University colleges in Gaza Strip are able, through the results of the field study, to identify their deficiencies that prevent the achievement of a quality job.
5. Providing scientific and practical recommendations to university colleges in Gaza Strip that help achieve quality of job life.

Research hypothesis

H0₁: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses about the level of achieving quality of job life in Palestinian university colleges in Gaza Strip due to personal variables (gender, academic qualification, college, nature of work, years of service.).

The Following Sub-Hypotheses Are Derived From It:

H0_{1.1}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses about the level of achieving quality of job life in Palestinian university colleges in Gaza Strip due to gender.

H0_{1.2}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses about the level of achieving quality of job life in university colleges in Gaza Strip, attributable to academic qualification.

H0_{1.3}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses about the level of achieving quality of job life in university colleges in Gaza Strip due to the college.

H0_{1.4}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the mean of the respondents' responses about the level of achieving quality of job life in university colleges in Gaza Strip due to the nature of work.

H0_{1.5}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses about the level of achieving quality of job life in university colleges in Gaza Strip due to years of service.

Research Limits and Scope

The scope of the study shall be as follows:

1. **Thematic Limits:** The subject area of this study is limited to the elements of quality of job life in university colleges in the governorates of Gaza from the viewpoint of the employees in the targeted university colleges, which requires determining the appropriate elements for quality of career.
2. **Human Limits:** This study is limited to employees (faculty members and their assistants, members of the administrative staff) in university colleges in Gaza Strip.
3. **Spatial Limits:** The study includes four university colleges in Gaza Strip, namely: (University College for Science and Technology, Palestine Technical College, University College of Applied Sciences, College of Islamic Call).
4. **Temporal Limits:** The study was conducted in the year 2020.

Research Terminology

- **Quality Of Work Life:** Researchers know the quality of job life in university colleges (it is a set of planned programs through which employees are given more material and moral support, and opportunities for career advancement, development and development of their capabilities so that employees feel safe and job stability, which ultimately leads to Achieving improved productivity, increased organizational efficiency, and hence increased welfare of society).
- **University Colleges:** Researchers define a university college procedurally as: a college that has academic programs at the bachelor's level beside academic programs at the diploma level, and is supervised by higher education in the Ministry of Education and Higher Education.

Literature Review

- Study of (Zare et al. 2014), which aimed to identify dimensions and measures of quality of career among faculty members. Study and measure factors related to job content among faculty members. Study and measure factors related to the economic dimensions of job quality. Study and measure factors related to the social dimensions of quality of career among faculty members. Study and measure the factors related to achieving work-life balance for faculty members. The study population included faculty members at the University of Tehran, Iran, where the size of the community reached (235) faculty members, and the sample size reached (184) faculty members, and the survey list was used as a tool for the study consisting of four main areas: (job content, economic factors) Social factors, achieving work-life balance), and (177) valid questionnaires valid for analysis were retrieved from the total distributed questionnaires. The most important results of the study were: Faculty members' dissatisfaction with the economic factors of the quality of the job life followed at the university, with an average response of (2.7), which is less than the average score (3), especially with regard to health care services with an average of (2.4), and job security with an average (2.5). And that the approval of the faculty members for the paragraphs on achieving work-life balance came with a medium degree (neutral) with an average response of (3.01). The results showed that the faculty members agreed on the sections on job content with an average response of (3.22), and this means that there is agreement in this area, but the section on participation in decision-making got the lowest average response of (2.5). The results showed that the social factors obtained the highest approval score, with an average of (3.36), which means the approval of the faculty members in this field, especially with regard to the importance of work to society, with an average of (3.8).
- Study of (Daud (2010)) aimed at identifying the relationship between a set of dimensions of quality of life and organizational commitment among employees in Malaysian companies. Data were collected from (60) business organizations in Malaysia, and the sample of the study included (500) employees at the supervisory levels and officials Executives in different companies in Malaysia, and a survey list was designed distributed into five main areas of quality of life and four areas of organizational commitment in the organization, and the correct responses (360) were valid for analysis, which represents a response rate of (72%). Of the employees 'satisfaction with three dimensions of job quality: (supervision, growth and development, social relations) The results showed the existence of a positive relationship and influence between (3) dimensions of job quality and "emotional "organizational commitment (social relations, participation, wages and rewards) The results showed a positive relationship and impact between (2) dimensions of job quality and "standard" organizational commitment (social relations, wages and rewards). The results also showed a positive relationship and correlation. Between (4) dimensions of job quality and organizational commitment "continuity linked to alternatives", namely (social relations, wages and rewards, participation, supervision). The results showed the existence of a positive correlation and correlation between (3) dimensions of job quality and organizational commitment to "continuity related to cost", namely (participation, growth and development, supervision).
- The study of (Kashani, 2012), which aimed to identify the relationship between the quality of job life and the behavior of organizational citizenship. Study the demographic characteristics of employees. The study sample included 145 employees in a company, and a survey list was designed for this purpose consisting of (69) questions distributed into two parts: (The first section consists of 54 questions related to the dimensions of job quality, and the second section consists of 24 questions related to the dimensions of organizational citizenship behavior). The most important findings of the study were that there is a positive relationship between reward justice, wages and organizational citizenship behavior, and it includes the distribution of rewards, penalties and There is a positive relationship between healthy and safe working conditions and citizenship behavior, which includes finding a safe tool, a healthy workplace and appropriate working hours, and the existence of a positive relationship

between the opportunities available for developing the capabilities of employees and the behavior of organizational citizenship and includes developing the ability to possess broad skills in the future and ease of access To the relevant information and the development of important tasks for the employees, as well as the positive relationship between work life balance, personal life and Slow As an organizational citizenship, it includes the balance between work and family responsibilities empowering employees to play social roles in their private lives and enabling them to continue their academic education. And the existence of a positive relationship between social integration at work and the behavior of organizational citizenship and includes (following the hierarchical administrative organization in the institution, granting promotion opportunities to all employees, respecting community laws and trying to preserve the environment). And the existence of a positive relationship between social responsibility in the organization, which includes (carrying out all tasks according to the hierarchical administrative hierarchy, creating mutual trust in the organization, providing opportunities for improving work). And that there are no significant differences in the average employees' responses with regard to the quality of job life and the behavior of organizational citizenship due to personal variables (years of service, gender, age, education level, job).

- A study of (Ilediana xhakollari (2013), which aimed to identify the reality of measuring the quality of the job life of mental health professionals and employees in Albania, and general satisfaction with the dimensions and components of the quality of their work life. In Albania, the study sample included (231) mental health personnel in Albania, and the eight dimensions and components of job quality were analyzed based on Walton's model for quality of work life. Fair wages and rewards, safety in the work environment, future opportunities available). Only 18% of employees are generally satisfied with the security equipment that the company provides for individual and collective protection. Mental health employees consider that their basic salary is very low for the work they do He added that 40% of the employees are not satisfied with the conditions of work, even using technology in carrying out their tasks, and that 30% of the employees are not satisfied with the opportunities available to them for professional growth and training. The one they participate in and which the Foundation grants to them. Most of the respondents also agreed that improving the quality of work life factors enhances the quality of working life in general in mental health institutions. The results confirmed a strong positive relationship between satisfaction with the quality of work life and a healthy and safe work environment.

Theoretical Framework

The business environment is full of changes that pose a great challenge to the management of organizations, so that this management has innovative visions, and the results of these organizations are preserved. Modern management thinking has drawn attention to the increase in the name (quality of job life). The concept of job quality emerged to keep pace with the policies of change and organizational development, and to reduce the tension and anxiety that prevailed in the West among employees for fear of being dispensed with, reducing the services and social benefits provided to them, or reducing their rates of wages, in addition to the keenness of these organizations to achieve job satisfaction that affects the commitment of employees And then maximizing the importance of using and rationalizing the performance of human resources as one of the effective strategies in strengthening the competitive excellence of business organizations.

The Concept of Job Quality

Despite the increasing importance of Quality of Working Life (QWL) and its effective role that it plays to ensure the continuity and success of organizations in the modern era, there is no agreement on a specific and comprehensive definition of this concept, and given the multiplicity of definitions associated with the quality of career, as it is known (Cascio, 2006) The quality of job life is defined as: "the happiness of employees with the physical and mental presence at work." And (Kiernan and Knutson, 1990) indicates that the quality of job life is: "the personal interpretation of the role of the worker in the workplace and the interaction of this role with the expectations of others." Something different for everyone, and the quality of a career will likely vary with age, stage of career, and position in the industry. As he defines it (Pizam, 2010) is: "An introduction that includes a set of bonus issues and the enjoyable time spent by employees in the work environment."

Kumar and Shani (2013) defines it as: "The degree of distinction that created the work and the conditions of work that determine the relationship between the worker and the environment, in addition to the human dimension, which in its entirety contributes to general satisfaction and the improvement of capabilities in the performance of work at the individual level, and then on the level of the organization's performance. As a whole".

As both (Martel And Dupuis, 2006) define it more broadly, it is the state of agreement that the individual feels between his work and his changing personal goals, and this state narrows the gap between the individual and the achievement of these goals, which is reflected positively in general on the individual's life and performance. Organizational and thus increase the welfare of society. "

Based on the above, researchers were able to develop the following definition of job quality: (It is a set of planned programs through which employees are given more material and moral support, and opportunities for career advancement, development and development of their capabilities so that employees feel safe and job stability, which leads to The end is to achieve improved productivity, increased organizational efficiency and hence an increase in the welfare of society).

The Importance of Job Quality

Quality of work life (QWL) programs are considered one of the most important basic variables that lead business organizations towards better productivity and a stronger competitive position, and achieve high levels of employee satisfaction, which can be seen as a competitive weapon in the era of globalization and economic openness, as improvements in product quality and Customer service is achieved through satisfied and committed employment, and the quality of work programs aim to create a balance and harmony between the employment life of individuals and their personal and family lives (Jad Al-Rab, 2008, P: 1-13).

Bruning (2004) believes that the application of the concept of quality of work life concentrates its importance in that it is in two directions as it works to make employees happy and increase their productivity on the one hand, and increase the production of organizations in terms of quantity and quality and reduce costs on the other hand. (Sirgy, et al, 2001.) also sees that the importance of applying the concept of quality of job life stems from the existence of a direct and reciprocal relationship of its various dimensions with the individual's personal quality of life, that is, the more the individual's career is the better, whether at the macro level or even at the level. In other words, one of its dimensions has increased the quality of his personal life, for example an increase in the wages and incentives of an individual is reflected in the increase in his personal life's well-being and vice versa. Likewise, having a healthy and healthy work environment leads to an increase in his personal happiness and interest in life, and that a happy and physically healthy individual is the next to life and the most productive in his work.

The Objectives of the Application of Quality of Career

It can be considered that the quality of job programs target the following (Jad Al-Rab, 2008, P: 10):

1. Increase employee confidence.
2. Participate in problem solving.
3. Increase job satisfaction.
4. Increase organizational effectiveness.

Whereas, organizations seek to achieve many advantages by adopting programs for quality of career, which are as follows (Al-Maghribi 2004):

1. Developing the organization's capabilities to employ qualified people, and maximizing the organization's competitive ability
2. It contributes to providing a more flexible, loyal and motivated workforce.
3. Providing improved and improved working conditions from the employees' point of view.
4. Job quality has a positive impact on the company's marketing performance.

In this regard, it is noteworthy that providing appropriate conditions for the professional growth of employees, preparing an advanced system for the good performance of all activities, recognizing the importance of scientific competence, providing rewards for outstanding effort, technical facilities, moral appreciation and material rewards are all professional factors and incentives for excellent production. Some studies have also indicated that the quality of job life aims to maximize the competitiveness of the institution, provide a more flexible, loyal and motivated work force, provide improved and developed working conditions from the employees' point of view, maximize organizational effectiveness, and have a positive impact on human resource management practices such as training, staff selection and recruitment Employees (Abbas and Al-Zamili, 2010).

The researchers conclude that there are interim goals for the organization that can be achieved as a result of implementing job quality programs such as: (reducing the labor turnover rate, reducing the absenteeism rate, increasing employee motivation, attracting high skills, maintaining the current employment in the organization, increasing the productivity rate, increasing financial performance. For the organization, increasing the employee satisfaction rate etc.), thus achieving the interim goals contributes to achieving the strategic objectives of the organization such as: (increasing the market share, reducing the cost structure, increasing the rate of return on investment etc.), which enables the organization to provide Products of high quality, lower price and at a time that suits the customer, and this enhances and supports the application of total quality management.

Dimensions of Job Quality

The concept of job quality deals with the organized efforts and activities used by the human resources department in the organization, by imposing a better job life for employees, and satisfying their needs, by providing a healthy and safe work environment, achieving stability and job security for its employees, and working to increase material and moral support for them and provide opportunities for promotion And career advancement and their participation in decision-making, and the provision of appropriate opportunities to improve performance, and we will present the following most important dimensions of job quality:

1. The moral working conditions: what is meant by the moral working conditions, the non-perceptual effects in the organization that are reflected in the employees, such as: social relations between employees, flexible work schedules, job design comfortably and appropriately for the employee, the style of supervision, job security.
2. Wages and rewards: The employees in the organizations in which they work look to obtain their returns for their efforts, and the existence of a fair reward system that affects their performance and perception of their jobs and employers, as well as reduces the turnover rate, improves the performance and productivity of the organization, and justice lies in the effort that a person provides, And what returns to him in return, just as individuals judge the fairness of compensation by comparing their efforts and performance with the performance of others and the rate of returns that accrue to them, so compensation must be characterized by external justice and in which individuals compare the compensation they receive with the compensation given to employees working in similar professions in organizations In the event that their compensation compared to compensation

granted by other organizations is low, the rate of employee turnover and leaving work increases, in addition to the difficulty of attracting new employees with high qualifications and skills, which affects the organization's performance negatively, and it must also be characterized by internal justice and means granting individuals compensation according to their knowledge, skills, and abilities, in addition to their responsibilities and achievements (Jackson and Robert, 2007).

3. **Benefits for employees:** The concept of employee welfare is a changing concept that has many interpretations that differ from state to state and from time to time. Well-being is a concept that refers to the state of happiness, job satisfaction, and the retention and development of human resources, as Panandikar defined it as improving health, security, general well-being and productive efficiency of employees. According to the standards stipulated in the law, the International Labor Organization also defined work welfare as the service facilities and facilities provided such as restaurants, entertainment and recreation facilities, travel arrangements to and from work and a place to sleep for employees whose places of residence are far from the workplace (Reddy, 2004).
4. **Handling complaints and grievances:** Usually, employees are generated on many occasions while carrying out their job duties a feeling of dissatisfaction and injustice for multiple reasons. No organization is free from grievances, disputes and conflicts. In some organizations, the grievance is directed by the employees against the employer, while in other organizations the employer submits a grievance against the employees, which causes disturbances and a negative impact on work relations and productivity. The International Labor Organization defined a grievance as a complaint by one or more employees regarding wages, bonuses and working conditions, as working conditions include overtime, departure, transfer, promotions, seniority, job assignment and termination of service.
5. **Participation in decision-making:** In this field, Alfino (1998) proposes the model group administrative work, by which he means the movement of participation in managerial thinking and not restricting all the powers in the hands of one individual who is the manager and the consequent control of this individual, who is considered a model for the tyrannical manager. As for the manager, who provides an opportunity for employees to participate in thinking and making decisions, it leads to the spread of administrative power, and this leads to the identification of the strong capabilities of some people and also the weakness in the capabilities of other employees, and these applications develop and develop responsibility for administrative decision-making, and thus help to raise the efficiency of the organization and make the workplace more flexible.

From the previous presentation, the researchers conclude that the concept of job quality from the multi-dimensional concepts and aspects started from providing a safe and healthy work environment free from risks and diseases and gradually progresses to participation in decision-making, which increases employees' satisfaction, attachment and commitment to work and the organization, which is reflected in the overall quality level that is performed in. The end is to improve productivity and increase the profitability of the organization and its employees, as it is evident from the above that the quality of job life is based on the following dimensions and elements:

- The participation of trade unions to manage the organization in improving the conditions of employees.
- Redesigning and enriching jobs to match the aspirations and skills of employees.
- The management of the organization must provide a safe, healthy, and free work environment, which reduces work accidents.
- Achieving social justice and equality among employees, and working on self-esteem by providing a good atmosphere for them and giving them the opportunity to express their opinions.
- Achieving opportunities for career advancement and advancement by focusing on promotion from within, paying attention to training programs, encouraging teaching and learning, and developing the human capacities and capabilities of individuals by encouraging independence at work.
- Achieving job security and stability for employees through appointment rather than contract work.
- The participation of employees at all organizational levels in decision-making, designing and enriching jobs, by providing information required by employees, reducing levels of supervision, and focusing on self-management.
- Supporting the feeling of belonging to the work team and encouraging teamwork in order to eliminate the feeling of alienation and dissatisfaction in the work environment.
- Achieving a balance between the work life and the family life of employees, through flexible working hours and scheduling them to suit family work conditions, as well as cooperation between management and trade unions to improve the conditions of employees.
- Flexibility, efficiency and fairness of compensation, which is represented in the fairness of wages, rewards, and material and moral incentives linked to performance and effort, in addition to sharing in profits, ownership and management.
- Increase the organizational confidence of employees through redesigning jobs, systems, organizational structures and communication channels, in addition to clarity of objectives, flexibility of leadership behavior and supervision.
- Creating appropriate conditions to improve productivity and increase organizational efficiency.

Methodology and Procedures:

First- Study Approach: The researchers seek to reach a study of the reality of the level of achieving quality of job life: by applying it to university colleges in the Gaza Strip, and this is in line with the descriptive and analytical curriculum that aims to provide data and facts about the problem in question to explain it and stand on its implications, and as the descriptive approach The analysis is done by referring to various documents such as books, newspapers, magazines and other materials that prove their validity in order to analyze them in order to reach the objectives of the research. Researchers will rely on this approach to reach accurate and detailed knowledge about the research problem, and to achieve a better and more accurate perception of the phenomenon under study.

Second- Methods of Data Collection: The researchers have relied on two main sources of information:

1. **Primary Sources:** by researching in the field side by distributing questionnaires to study some of the vocabulary of the research, listing and collecting the necessary information in the subject of the research, and then unpacking and analyzing it using (SPSS) statistical program and using the appropriate statistical tests in order to reach valuable indications and indicators that support the subject of the study.
2. **Secondary Sources:** The researchers reviewed books, periodicals, and publications on or related to the subject under study, related to the quality of job life and any references that the researchers may see that they contribute to enriching the study scientifically, and the researchers intend, through resorting to secondary sources in the study, to identify the foundations and sound scientific methods In writing studies, as well as taking a general view of the latest developments that occurred and occur in the field of study.

Third - The Study Community: the study community consists of full-time employees in university colleges in the Palestinian higher education institutions in the governorates of Gaza, and these educational institutions include multiple and different academic and technical professional programs and specializations, and represent different geographical areas where these institutions are spread between the north, the center and the south in the governorates. Gaza.

The total number of employees in the Palestinian higher education institutions subject to study in the governorates of Gaza, according to the statistics of the Palestinian Ministry of Education and Higher Education, reached (596) employees, and the following table shows data about higher education institutions in Gaza governorates related to the university colleges under study according to the name of the institution, the point of supervision and year Establishment and number of employees.

Table 1: Distribution of full-time employees in the university colleges under study according to the name of the institution, the supervision point, the year of establishment and the number of employees

#	Organization Name	The Supervisory Authority	Year Founded	Number Of Employees
1.	Palestine College Of Nursing	Government	1976	48
2.	Faculty Of Sciences And Technology	Government	1991	140
3.	Palestine Technical College	Government	1996	129
4.	University College Of Professional Sciences	General	2007	220
5.	College of Islamic Call	Government	1999	59
Total Number Of Employees				596

The Study Sample: The study sample was chosen using the stratified random sample method from the employees of the university colleges under study according to the name of the institution, and to choose the vocabulary from the partial community or the class, a Proportional Allocation method will be used so that the ratio of the vocabulary of each layer in the sample is equal to the percentage of the vocabulary of the class in society, The sample size reached (240) employees, as shown in the following table:

Table 2: Distribution of the study population according to the college

#	Organization Name	Study Population	Sample Number
1.	Palestine College Of Nursing	48	19
2.	Faculty Of Sciences And Technology	140	56
3.	Palestine Technical College	129	52
4.	University College Of Professional Sciences	220	89
5.	College of Islamic Call	59	24
Total Sample Number		596	240

(240) questionnaires were distributed to all members of the study sample, (226) questionnaires were retrieved (94.1%), and after examining the questionnaires, (3) questionnaires were excluded due to the failure to fulfill the conditions required to answer the questionnaire, and thus the number of questionnaires subject to the study (223) Resolution.

The following table shows the characteristics and features of the study sample as follows:

Table. 3: Distribution of the study sample according to personal and organizational data

		Repetition	Percentage
Gender	Male	168	75.3
	Female	55	24.7

Total		223	100.0
Qualification	Postgraduate	111	49.8
	Bachelor	86	38.6
	Diploma	26	11.7
Total		223	100.0
The College	Palestine College Of Nursing	86	38.6
	Faculty Of Sciences And Technology	63	28.3
	Palestine Technical College	48	21.5
	University College Of Professional Sciences	0	0.0
	College of Islamic Call	26	11.7
Total		223	100.0
Work Nature	Academic	107	48.0
	Administrative	94	42.2
	Academic With A Management Position	22	9.9
Total		223	100.0
Years Of Service	1-5 Years	75	33.6
	6-10 Years	66	29.6
	More Than 10 Years	82	36.8
Total		223	100.0

The previous table shows the distribution of the study sample according to gender, as it was found that (75.3%) of the study sample are males, and (24.7%) of the study sample are females. And (49.8%) of the study sample have a scientific qualification as "postgraduate", and (38.6%) of the study sample have a scientific qualification as "bachelor", and (11.7%) of the study sample have a "diploma". The previous table also shows that (38.6%) of the study sample work in the "University College for Professional Sciences," and (28.3%) of the study sample work in the "Palestine Technical College", and (21.5%) of the study sample work in the "University College." For science and technology, and (11.7%) of the study sample work in the Islamic Call College. The previous table shows that (48.0%) of the study sample worked as "academic", (42.2%) of the study sample worked as "administrative", and (9.9%) of the study sample worked as "academic with an administrative position." The previous table shows that (33.6%) of the study sample ranged from years of experience to "1-5 years", and (29.6%) from the study sample ranged from years of experience to "6-10 years", and (36.8%) from the study sample ranged from they have more than 10 years of experience.

Fifthly - The Study Tool: The questionnaire was prepared as follows:

1. Preparing an initial questionnaire for use in collecting data and information.
2. Presenting the questionnaire to the supervisor in order to test its suitability for data collection.
3. Initially adjusting the questionnaire according to the supervisor's opinion.
4. The questionnaire was presented to a group of arbitrators, who in turn provided advice and guidance, and modified and deleted what was necessary.
5. Conducting a preliminary field test study of the questionnaire and adjusting it as appropriate.
6. Distributing the questionnaire to all members of the sample to collect the necessary data for the study.
7. The researchers used the five-Likert- Scale to assign the grade to each statement as shown in the following table:

Table. 4: illustrates the scale of responses to paragraphs

Category	5	4	3	2	1
Degree Of Availability	Highly OK	Acceptable	Neutral	Opposed	Highly Rated Exhibitions

The Validity and Reliability of the Questionnaire

First - The Validity Of The Questionnaire: Where The Researchers Conducted The Following Validity Tests:

- **The Validity of the Arbitrators "Apparent Honesty":** The researchers presented the study tool in its preliminary form to a group of arbitrators specialized in business administration and statistics. The researchers asked the referees to express their views on the appropriateness of the statements to measure what they were designed for, the clarity of the wording of the phrases and the suitability of each statement to the axis to which it belongs, and the adequacy of the phrases to cover each axis of the main study variables, in addition to suggesting what they deem necessary to amend Formulation or deletion of phrases. Based on the observations and directions presented by the arbitrators, the researchers made the amendments agreed upon by most of the respondents, whereby the wording of the phrases was modified and some of them were deleted or added.
- **Verify The Scale:**
 1. **Validity Of The Internal Consistency Of The Questionnaire Paragraphs:** The internal consistency of the questionnaire paragraphs was calculated on the pilot study sample of (30) single size, by calculating the correlation coefficients between each paragraph and the total degree of the axis related to it. The probability value of each paragraph is less than (0.05), and the

calculated value of r is greater than the tabular value of r which is equal to (0.361). Thus, the paragraphs of the resolution are considered valid for what they are measured.

2. **The Validity Of The Structural Consistency Of The Questionnaire Axes:** The following table shows the correlation coefficients between the rate of each axis of the study with the overall rate of the paragraphs of the questionnaire, which shows that the correlation coefficients shown are a function at a significance level (0.05), as the probability value of each paragraph is less than (0.05) and the value of r The calculated value is greater than the tabular value of r (0.361).

Table 5: shows the coefficient of correlation between the average of each axis of the study with the overall average of the paragraphs of the questionnaire

Axle Number	Axis	Correlation coefficient	The Probability Value
The First	Moral working conditions	0.572	0.001
The Second	Wages And Bonuses	0.701	0.000
The Third	Benefits Provided To Employees	0.853	0.000
The Fourth	Handling Complaints And Grievances	0.875	0.000
Fifth	Participate In Decision Making	0.795	0.000

The tabular r value at 0.05 level of significance and degree of freedom of "28" is 0.361

Second - Reliability of the Items of the Questionnaire:

The researchers performed stability steps on the same pilot sample by two methods, namely the half segmentation method and Cronbach's alpha parameter.

Split-Half Coefficient: The Pearson correlation coefficient was found between the average of the individual-grade questions and the average of the questions of each level for each dimension, and the correlation coefficients were corrected using the Spearman-Brown Coefficient correction factor according to the following formula:

Stability Coefficient: It shows that there is a relatively large stability for the questionnaire items, reaching (0.8946), which reassures researchers of using the questionnaire with confidence.

Table 6: Explains the stability coefficient (half partition method)

Section Title	Halftone hash		
	Correlation Coefficient	Corrected Correlation Coefficient	The Probability Value
Quality Of Career	0.7693	0.8696	0.0000
Total	0.8093	0.8946	0.0000

The tabular r value at 0.05 level of significance and degree of freedom of "28" is 0.361

Cronbach's Alpha: The researchers used the Alpha Cronbach method to measure the stability of the questionnaire as a second method for measuring stability. It was found that the stability coefficients were high as it reached (0.9652), which reassures the researchers to use the questionnaire with all the reassurance.

Table 7: Explains the stability coefficient (Alpha Cronbach method)

Section Title	Number of paragraphs	Cronbach's Coefficient Alpha
Quality Of Career	32	0.9404
Total	74	0.9742

Results of the Field Study and Their Interpretation

Descriptive Analysis of the Study Variables

Focuses on the results of using the test (Colmgrove - Smirnoff 1- Sample KS) to know that the data follow the normal distribution or not, in addition to that, the responses of the study sample individuals towards the study variables will be analyzed, and the answers about each variable separately are presented and analyzed, to reach conclusions They are related to it, and then those results will be interpreted, after displaying the statistical tables that show the results of the tests.

First - The Normal Distribution Test:

We will present the test (Colmgrove - Smirnoff 1- Sample K-S)) to find out whether the data follow the normal distribution or not. It is a necessary test in the case of testing hypotheses because most of the parameter tests require that the data distribution be normal. The following table shows the test results, as the probability value for each axis is greater than 0.05, and this indicates that the data follow a normal distribution and parameter tests must be used.

Table 8: illustrates the normal distribution test (1-Sample Kolmogorov-Smirnov)

Section Title	Number Of Paragraphs	Z Value	The Probability Value
Domains Of Job Quality	32	0.878	0.424
Total	74	0.499	0.965

Second - Analysis of the Paragraphs of the Questionnaire:

The One Sample T test was used to analyze the paragraphs of the questionnaire, and the paragraph is considered positive in the sense that the sample members agree with its content if the calculated t value is greater than the tabular t value equal to 1.97 (or the probability value is less than 0.05 and the relative weight is greater than 60%), and the paragraph is considered negative in the

sense that the sample members do not agree with its content if the calculated t value is less than the tabular t value equal to -1.97 (or the probability value is less than 0.05 and the relative weight is less than 60%), and the sample's views on the paragraph are neutral If its p value is greater than (0.05).

Analysis Of Functional Quality Paragraphs:

1. Analysis of the Paragraphs of the First Axis: "Moral Work Conditions."

A t-test was used for one sample, and the results are shown in the following table, which shows the opinions of the study sample members in the paragraphs of the first axis (moral working conditions).

Table 9: clarifies the analysis of (moral working conditions) paragraphs

#	Item	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
1.	I am proud to be a faculty member.	4.10	0.872	82.06	18.901	0.000
2.	I feel satisfied with the clarity of my role in college.	3.89	0.904	77.85	14.741	0.000
3.	I have good relations with my co-employees.	3.99	0.949	79.82	15.593	0.000
4.	I am free to do the work the way I fit in.	3.75	1.008	75.07	11.164	0.000
5.	My job tasks are challenging and fun.	3.66	1.078	73.18	9.130	0.000
6.	I feel so satisfied with the achievement I am making in my work.	3.92	1.004	78.48	13.742	0.000
7.	I feel respected by everyone in my college.	4.02	1.061	80.36	14.327	0.000
The General Rate Of All Paragraphs Of The First Axis		3.91	0.785	78.12	17.233	0.000

The tabular value of t is at the significance level of "0.05" and the degree of freedom "222" equals 1.97

The results show that the two highest paragraphs according to relative weight are as follows:

- In Paragraph No. (1), the relative weight was (82.06%) and the probability value was equal to (0.000), which is less than (0.05), which indicates that I am "proud of being a college employee."

The researchers attribute this to the fact that the college administration is concerned with the organizational loyalty of the employees, as it works to create the appropriate atmosphere for workers and in their different work environments in order for their institutional loyalty to appear naturally and automatically. Other colleges that make employees proud of their belonging to their college, in addition to providing influential and moving leadership models within the college, which the employees view as ideal models to emulate and symbols around which institutional loyalty revolves, as well as providing an honest competitive atmosphere in which any individual can live within the college and who During which the loyalty of the institution increases, and it is maintained over the course of days.

- In Paragraph No. (5), the relative weight was (73.18%) and the probability value was equal to (0.000), which is less than (0.05), which indicates that "my work tasks are characterized by challenge and pleasure."

The researchers attribute that to the fact that university colleges seek creativity and distinction by attracting and appointing working individuals with high scientific and practical experience, in addition to that there is for all college employees a clear and declared job description containing the tasks, duties and responsibilities that the employee must perform, as is available in some Colleges work procedures manuals, which in turn clarify the logical sequence of steps to implement the work and the role of each employee in completing the work, and people who are confident of themselves find them quickly to integrate and belong anywhere they are, they have competence, a sense of their self-worth and their ability to face the challenge, and this is what distinguishes many Of those working in university colleges.

In general, it turns out that the arithmetic mean of all paragraphs of the first axis (moral working conditions) is equal to (3.91), and the relative weight is equal to (78.12%), which is greater than the neutral relative weight (60%) and the calculated t value is equal to (17.233), which is greater than the tabular t value Which is equal to (1.97), and the probability value is equal to (0.000) and it is less than (0.05), which indicates that the moral working conditions are appropriate in university colleges in Gaza Strip at a significance level ($\alpha = 0.05$).

The researchers attribute this to the fact that the moral working conditions are one of the important aspects and components of the success of university colleges, which are currently receiving increasing attention, given that the satisfaction of the employees in the institution with the working conditions is reflected in their efficiency and performance, and thus the success of the college. There are a number of factors and conditions that must be fulfilled in the work environment in order to facilitate the task of performing the work in the required manner, and the lack of it in the work environment leads to complaints and resentment of employees, which is reflected in their low morale, and these factors include: physical conditions, fair wages, and separation Complaints and disagreements, division of labor, and measurement of morale.

This result is consistent with the findings of a study (Kashani, 2012), which showed the existence of a positive relationship between healthy and safe working conditions and citizenship behavior, including finding a safe tool, a healthy workplace and appropriate working hours.

2. Analysis of the Paragraphs of the Second Axis: "Wages and Rewards."

A t-test was used for one sample and the results are shown in Table 30, which shows the opinions of the study sample individuals in the items of the second axis (wages and rewards).

Table 10: clarifies the analysis of (wages and bonuses) paragraphs

#	Item	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
1.	I fully understand the college's pay and bonus system.	3.74	1.113	74.80	9.929	0.000
2.	I feel good about being paid for my work.	3.53	1.169	70.67	6.815	0.000
3.	I feel the fairness of my comparison with what my college mates get.	3.38	1.198	67.53	4.697	0.000
4.	I feel my fairness compared to what my peers at other institutions get.	3.01	1.303	60.27	0.154	0.878
5.	The college motivates its employees by means of financial rewards.	2.77	1.169	55.43	-2.922	0.004
6.	Financial rewards are awarded according to criteria related to efficiency and excellence in performance.	2.86	1.198	57.22	-1.733	0.085
The General Rate Of All Paragraphs Of The Second Axis		3.22	0.938	64.32	3.438	0.001

The tabular value of t is at the significance level of "0.05" and the degree of freedom "222" equals 1.97

The results show that the two highest paragraphs according to relative weight are as follows:

- In Paragraph No. (1) The relative weight was (74.80%) and the probability value was equal to (0.000), which is less than (0.05), which indicates that I “fully understand the wages and bonuses system in force in the college.” The researchers attribute this to the fact that defining a wage and bonus system is considered one of the central issues in the management relationship with workers. From the workers' point of view, wage policies, salaries, incentives and other employment benefits affect their income levels and thus their living standards, and accordingly, the level of wage and its fairness compared to what other organizations pay is considered One of the important aspects from the employees' point of view, that is why you find most of the university colleges employees are familiar with the wage system in force in the college in which they work.
- In Paragraph No. (5) The relative weight was (55.43%) and the probability value was equal to (0.004), which is less than (0.05), which indicates that "the college does not motivate its employees through financial rewards." The researchers attribute this to the lack of fair foundations and standards for the payment of financial rewards, and there is no legal basis in government colleges governing the disbursement of rewards to workers, in addition to the financial crisis that afflicts Palestinian higher education institutions, including university colleges.

In general, it appears that the arithmetic mean of all the paragraphs of the second axis (wages and bonuses) is equal to (3.22), and the relative weight is equal to (64.32%), which is greater than the neutral relative weight (60%) and the calculated t value is equal to (3.438), which is greater than the tabular t value, which It is equal to (1.97), and the probability value is equal to (0.001) and it is less than (0.05), which indicates that there is weakness in wages and rewards at a level of significance ($\alpha = 0.05$).

The researchers believe that the wages and rewards that employees receive in university colleges should be consistent with and support common beliefs and values, so that they stem from the strategy and goals of work, and are linked to the level of college performance, and it is necessary to lead and support the required behavior at all levels, provided that the competitive position is appreciated. What is required to attract and maintain the high level of skills that University College needs.

This result is consistent with the findings of the study (Daud, 2010), which showed the existence of a relationship and a positive effect between the dimensions of job quality and “standard” organizational commitment, namely (social relations, wages and bonuses). And she agreed with the study (Kashani, 2012), which showed a positive relationship between reward justice and wages and organizational citizenship behavior, and it includes the distribution of rewards and penalties and the base of competence and clear criteria for that.

3. Analysis Of The Paragraphs Of The Third Axis: "Benefits Provided To Employees."

A t-test was used for one sample and the results are shown in the following table, which shows the opinions of the study sample members in the paragraphs of the third axis (benefits provided to employees).

Table 11: clauses analysis shows (benefits provided to employees)

#	Item	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
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1.	The college provides healthcare and treatment facilities to its employees.	3.00	1.195	60.09	0.056	0.955
2.	The college allocates various gyms for its employees.	2.80	1.207	56.05	-2.442	0.015
3.	The college dedicates a quality cafeteria to its employees.	2.94	1.141	58.74	-0.822	0.412
4.	The college organizes leisure trips for its employees.	3.00	1.113	60.09	0.060	0.952
5.	The college contributes to solving employees' economic problems.	2.66	1.166	53.27	-4.308	0.000
6.	The college provides club subscriptions for its employees.	2.17	1.135	43.50	-10.852	0.000
The General Rate Of All Paragraphs Of The Third Axis		2.76	0.927	55.29	-3.791	0.000

The tabular value of t is at the significance level of "0.05" and the degree of freedom "222" equals 1.97

The results show that the two highest paragraphs according to relative weight are as follows:

- In Paragraph No. (1), the relative weight was (60.09%) and the probability value was equal to (0.955), which is greater than (0.05), which indicates that "the college provides health care and treatment facilities for its employees with a moderate degree."

The researchers attribute this to the fact that some university colleges provide health care and treatment facilities through the essential role that the medical clinic plays in some colleges as it provides health services to the university community, including emergency services and primary health care, and works to maintain a healthy university environment through programs and seminars. It conducts health workshops and lectures, as well as preparing health awareness flyers.

- In Paragraph No. (6), the relative weight was (43.50%) and the probability value was equal to (0.000), which is less than (0.05), which indicates that "the college does not provide subscriptions to clubs for its employees."

The researchers attribute this to the fact that the university colleges in the study community are mostly government colleges, and are legally bound by the internal regulations and bylaws, which do not include clauses stipulating the possibility of spending on financial benefits or incentives provided to workers, in addition to the weak financial budgets of the colleges, so we find in most colleges the lack of subscriptions in clubs.

In general, it turns out that the arithmetic mean of all the paragraphs of the third axis (benefits provided to the employees) is equal to (2.76), and the relative weight is equal to (55.29%) which is less than the neutral relative weight (60%) and the calculated t value is equal to (3.791), which is greater than the tabular t value which is equal to (1.97) and the probability value is equal to (0.000) and it is less than (0.05), which indicates that the benefits provided to the employees are insufficient at the level of significance ($\alpha = 0.05$).

The researchers attribute this to the lack of clarity of the objectives and importance of the benefits for the employees of the managers, the lack of follow-up of the employees so that the benefactor does not know who is the offender, and the frequent change in leadership, knowing that most of the supervisory positions are renewed annually - the duration of the structure is one year - in colleges, in addition to the lack of training on Work and lack of direction to correct deviations, and add funding.

This result is in agreement with the findings of the study (Ilediana xhakollari.2013), which showed that the most controversial dimensions among employees are: (fair wages and rewards, safety in the work environment, available future opportunities). This result differs with the findings of the study (Daud, 2010), which showed the existence of a positive relationship and correlation between the dimensions of job quality and organizational commitment, "continuity related to alternatives", namely (social relations, wages and rewards, participation, supervision).

4. Analysis of the Paragraphs of the Fourth Axis: "Handling Complaints and Grievances."

A t-test was used for one sample and the results are shown in the following table, which shows the opinions of the study sample members in the paragraphs of the fourth axis (handling complaints and grievances).

Table 12: clarifies the analysis of the paragraphs (handling complaints and grievances)

#	Item	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
1.	The complaints and grievance system is efficient and effective.	2.74	1.183	54.89	-3.228	0.001
2.	The college handles complaints and grievances with all transparency and fairness.	2.85	1.259	57.04	-1.755	0.081
3.	The college assigns a competent and competent	2.72	1.250	54.44	-3.322	0.001

	committee to handle complaints and grievances.					
4.	The College protects the complainants from any arbitrary action against them.	2.74	1.169	54.71	-3.380	0.001
5.	The College supports the Complaints and Grievances Committee with all necessary powers.	2.86	1.192	57.13	-1.798	0.074
6.	The complaints and grievance system is efficient and effective.	2.96	1.126	59.10	-0.595	0.553
7.	The college handles complaints and grievances with all transparency and fairness.	3.06	1.105	61.26	0.848	0.397
The General Rate Of All Paragraphs Of The Fourth Axis		2.85	1.017	56.94	-2.248	0.026

The tabular value of t is at the significance level of "0.05" and the degree of freedom "222" equals 1.97

The results show that the two highest paragraphs according to relative weight are as follows:

- In Paragraph No. (7), the relative weight was (61.26%) and the probability value was equal to (0.397), which is greater than (0.05), which indicates that "the college administration is following up the implementation of the results of handling complaints and grievances in a moderate degree."
The researchers attribute this to the weakness of managers in solving problems and grievances, due to the failure to follow the methodology in identifying and solving problems, placing the problem outside its real scope, stopping the follow-up of implementation or leaving the follow-up and evaluation, or assigning subordinates who are not specialized in finding appropriate solutions to problems.
- In Paragraph No. (3), the relative weight is (54.44%) and the probability value is equal to (0.001), which is less than (0.05), which indicates that "the college does not assign a competent and competent committee to handle complaints and grievances."
The researchers attribute this to the failure to assign a permanent specialized committee working within the framework of the organizational structure to work efficiently to deal with complaints and grievances, and to overcome difficulties and take the necessary measures regarding complaints and grievances referred to the committee and facilitate its work to reach the desired goals.

In general, it appears that the arithmetic mean of all paragraphs of the fourth axis (handling complaints and grievances) is equal to (2.85), and the relative weight is equal to (56.94%), which is less than the neutral relative weight (60%) and the calculated t value is equal to (2.248), which is greater than the tabular t value Which is equal to (1.97), and the probability value is equal to (0.026), which is less than (0.05), which indicates that the complaints and grievances system is not efficient and effective at ($\alpha = 0.05$).

The researchers attribute this to the lack of methodology in handling complaints and grievances, failure to adhere to resolving complaints, misinterpretation of the problem, lack of knowledge of methods and processes for resolving complaints and grievances, insufficient or incorrect information, inability to ensure effective implementation of proposed solutions, and failure to follow up on proposed solutions for complaints and grievances.

This study differs from all previous studies, as no previous study touched on the variable of handling complaints and grievances.

5. Analysis of the Paragraphs of the Fifth Axis: "Participation in Decision-Making."

A t-test was used for one sample and the results are shown in the following table, which shows the opinions of the study sample members in the paragraphs of the fifth axis (participation in decision-making).

Table 13: clarifies the analysis of the paragraphs (participation in decision-making)

#	Item	SMA	Standard Deviation	Relative Weight	T Value	Probability Value (Sig.)
1.	I participate in decisions that affect my work.	3.26	1.233	65.29	3.205	0.002
2.	My boss encourages me to be involved in making decisions.	3.19	1.274	63.77	2.208	0.028
3.	Leaders are keen to receive employee opinions and suggestions.	3.00	1.351	60.09	0.050	0.961
4.	Leaders encourage subordinates to solve their problems at work.	2.92	1.368	58.48	-0.832	0.406
5.	The management takes the suggestions of employees in developing working methods.	2.93	1.347	58.57	-0.795	0.427
6.	Management discusses performance results with employees.	2.82	1.325	56.32	-2.073	0.039
The General Rate Of All Paragraphs Of The Fifth Axis		3.02	1.182	60.42	0.264	0.792

The tabular value of t is at the significance level of "0.05" and the degree of freedom "222" equals 1.97

The results show that the two highest paragraphs according to relative weight are as follows:

- In Paragraph No. (1), the relative weight was (65.29%) and the probability value was equal to (0.002), which is less than (0.05), which indicates that I “participate in the decisions that affect my work”.

The researchers attribute this to the management of university colleges that provides to some extent levels of a sense of commitment among those working in decision-making, in addition to making full use of the information, expertise and skills available to employees, and it also helps the college administration to look at all the available and possible alternatives for decision-making.

- In Paragraph No. (6) The relative weight was (56.32%) and the probability value was equal to (0.039), which is less than (0.05), which indicates that "the management does not discuss performance results with employees."

The researchers attribute this to the weakness of the process of evaluating the performance of employees in university colleges. The administration must discuss all the positive and negative aspects between them and the resident employees to clarify the important matters that the working individual may not realize, especially the negative aspects of performance.

In general, it appears that the arithmetic mean of all paragraphs of the fifth axis (participation in decision-making) is equal to (3.02), and the relative weight is equal to (60.42%), which is greater than the neutral relative weight (60%) and the calculated t value is equal to (0.264), which is less than the value of t Tabular, which is equal to (1.97), and the probability value is equal to (0.792), which is greater than (0.05), which indicates that the administration in the colleges allows an average degree of participation of its employees in making decisions at the level of ($\alpha = 0.05$).

The researchers believe that participation in the decision-making process helps to improve the quality of the decision, and to make the decision taken more stable among the employees, and they work to implement it with great enthusiasm and sincere desire, as participation leads to achieving mutual trust between the director and the staff in the colleges on the one hand and between the colleges and the beneficiaries who deal Faculties, as participation in decision-making helps to raise the morale of employees and satisfy the need for respect and self-assurance.

This result is consistent with the findings of the study (Zamel, 2005), which showed that the field of human resource management achieved a percentage weight (89%), and this illustrates the role of the university administration in activating participation in decision-making and delegating powers towards achieving comprehensive quality goals. And she agreed with the study (Al-Maghrabi, 2004), which showed that the quality of work life dimensions are the moral working environment conditions, job characteristics, wages and bonuses, a work group, the president’s style of supervision, and participation in administrative decision-making.

This study differs with the study (Zare et al., 2014), where the results showed the approval of faculty members for the paragraphs related to job content with an average response of (3.22), and this means that there is agreement in this area, but the paragraph of participation in decision-making got the lowest. Average response (2.5).

Analysis of the Aspects of Job Quality:

A t-test was used for one sample, and the results are shown in the following table, which shows the opinions of the study sample members on the axes of the third section (quality of job life).

Table 14: clarifies the analysis of the aspects of job quality

Axle Number	Axis	Arrangement Of Axes	SMA	Standard Deviation	Relative Weight	T Value	The Probability Value
The First	Moral working conditions:	1	3.91	0.785	78.12	17.233	0.000
The Second	Wages And Bonuses	2	3.22	0.938	64.32	3.438	0.001
The Third	Benefits Provided To Employees	5	2.76	0.927	55.29	-3.791	0.000
The Fourth	Handling Complaints And Grievances	4	2.85	1.017	56.94	-2.248	0.026
Fifth	Participate In Decision Making	3	3.02	1.182	60.42	0.264	0.792
The General Average For All The Axes Of The Third Section			3.16	0.750	63.30	3.285	0.001

The tabular value of t is at the significance level of "0.05" and the degree of freedom "222" equals 1.97

A t-test was used for a single sample and the results are shown in Table No. (28), which shows the opinions of the study sample members in the third part axes (areas of quality of career) and it is clear that the arithmetic mean of all paragraphs of the axes is equal to (3.16), and the relative weight is equal to (63.30%), which is It is greater than the neutral relative weight (60%) and the calculated t value is equal to (3.285), which is greater than the tabular value of t which is equal to (1.97), and the probability value is equal to (0.001) and it is less than (0.05), which indicates the availability of quality of career elements in colleges. University in Gaza Strip with a satisfactory degree at ($\alpha = 0.05$).

The researchers believe that the quality of job life focuses on achieving a balance between the career and personal life of employees through integrated, planned and continuous processes that all departments within university colleges participate in implementing, in line with the colleges' strategies, goals and interests of employees, a process through which they respond to the needs of employees by developing Mechanisms that allow them to participate adequately in making decisions and crafting a distinguished work life.

Main Hypothesis Test:

H0_{1.1}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses about the level of achieving quality of job life in Palestinian university colleges in Gaza Strip due to personal variables (gender, academic qualification, college, nature of work, years of service.).

The Following Sub-Hypotheses are derived from it:

H0_{1.1.1}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses about the level of achieving quality of job life in Palestinian university colleges in Gaza Strip due to gender.

To test this hypothesis, a t-test was used for the difference between the averages of the respondents' responses about the level of achieving quality of job life in Palestinian university colleges in Gaza Strip due to gender, and the results are shown in the following table, which shows that the absolute value t calculated for all the axes combined is equal to (2.236) Greater than the tabular t value which is equal to (1.97), and the probability value of all axes is equal to (0.026) and it is less than (0.05), so we accept the first sub-hypothesis, that is, there are differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses about The level of achieving job quality in Palestinian university colleges in Gaza Strip is due to gender and differences in favor of the male category.

The researchers attribute this to the fact that males are often more capable than females to withstand work pressures due to the difference in personality, in addition to the fact that females, as housewives, also bear more pressure than males, represented by work pressures in addition to the pressures of life, which have increased significantly in recent years due to the tightening of the siege on Gaza Strip in terms of (the many hours of power cuts; the shortage of cooking gas; the shortage of many basic necessities for the home ... etc.).

Table 15: The results of the t-test for the differences between the averages of the respondents' responses about Total Quality Management and its role in achieving quality of job life in university colleges in the Gaza Strip attributable to gender

Axis	Gender	The Number	SMA	Standard Deviation	T Value	Probability Value (Sig.)
Quality Of Career	Male	168	3.229	0.770	2.236	0.026
	Female	55	2.970	0.653		

The tabular value of t is at the significance level of "0.05" and the degree of freedom "221" equals 1.97

H0_{1.2}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses about the level of achieving quality of job life in university colleges in Gaza Strip, attributable to academic qualification. To test this hypothesis, the One Way ANOVA test was used to test the differences between the answers of the sample members about the level of achieving quality of job life in university colleges in Gaza Strip due to academic qualification, and the results are shown in the following table, which shows that the value of F calculated for all axes Combined it is equal to (1.978) which is less than the tabular value of F which is equal to (3.04), and the probability value of all axes is equal to (0.141) and it is greater than (0.05), so we reject the second sub-hypothesis and accept the zero hypothesis, that is, there are no differences between the averages Respondents' responses about the level of achieving quality of job life in university colleges in Gaza Strip are attributed to academic qualifications at a significance level ($\alpha = 0.05$).

Table 16: shows the results of the one-way variation (One Way ANOVA) between the averages of the respondents' responses about Total Quality Management and its role in achieving quality of job life in university colleges in the Gaza Strip attributable to academic qualification.

Axis	The Source Of The Contrast	Sum Of Squares	Degree Of Freedom	Average Of Squares	F Value	Probability Value (Sig.)
Quality Of Career	Between groups	2.205	2	1.103	1.978	0.141
	Within groups	122.622	220	0.557		
	Total	124.827	222			

The tabular value of F at the degree of freedom of "2,220" and the level of significance of "0.05" is 3.04

H0_{1.3}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses about the level of achieving quality of job life in university colleges in Gaza Strip due to the college.

The One Way ANOVA test was used to test the differences between the averages of the respondents' responses about the level of achieving quality of job life in Palestinian university colleges in Gaza Strip attributable to the college and the results are shown in the following table, which shows that the value of F calculated for all axes combined is equal to (0.117) It is less than the tabular F value equal to (2.65), and the probability value of all axes is equal to (0.950) and it is greater than (0.05), which indicates that there are no differences between the average responses of the respondents about the level of achieving quality of life in Palestinian university colleges in Gaza strip is attributed to the college at a level of significance ($\alpha = 0.05$), so we reject the third sub-hypothesis.

Table 17: The results of the One Way ANOVA between the averages of the respondents' responses about Total Quality Management and its role in achieving quality of job life in university colleges in the Gaza Strip attributable to the college

Axis	The Source Of The Contrast	Sum Of Squares	Degree Of Freedom	Average Of Squares	F Value	Probability Value (Sig.)
Quality Of Career	Between groups	0.199	3	0.066	0.117	0.950
	Within groups	124.628	219	0.569		
	Total	124.827	222			

The tabular value of F at the degree of freedom of "3, 219" and the level of significance of "0.05" is 2.65

H0_{1.4}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the mean of the respondents' responses about the level of achieving quality of job life in university colleges in Gaza Strip due to the nature of work.

The One Way ANOVA test was used to test the differences between the averages of the respondents' responses about the level of achieving job quality in Palestinian university colleges in Gaza Strip due to the nature of work, and the results are shown in Table No. (46), which shows that the value of F calculated for the axis (Domains of functional life quality) equal to (4.767), which is greater than the tabular value of F, which is equal to (3.04), and the probability value is equal to (0.009) and it is less than (0.05), which indicates the existence of differences between the average responses of the respondents about the quality of career life in colleges. The university is attributed to the nature of work at the level of significance ($\alpha = 0.05$). The following table of the various differences between the averages shows that the differences between the two categories "academic with a managerial position" and "academic" and the differences in favor of the category "academic with an administrative position".

Table 18: Scheffe's test for differences between the averages according to the nature of work variable

Axis	The Difference Between The Averages	Academic	Administrative	Academic With A Management Position
Quality Of Career	Academic		-0.107	-0.532*
	Administrative	0.107		-0.425
	Academic With A Management Position	0.532*	0.425	

Table 19: The results of the One Way ANOVA analysis between the average responses of the respondents about the level of achieving quality of job life in Palestinian university colleges in the Gaza Strip attributable to the nature of work

Axis	The Source Of The Contrast	Sum Of Squares	Degree Of Freedom	Average Of Squares	F Value	Probability Value (Sig.)
Quality Of Career	Between groups	5.185	2	2.592	4.767	0.009
	Within groups	119.642	220	0.544		
	Total	124.827	222			

The tabular value of F at the degree of freedom of "2,220" and the level of significance of "0.05" is 3.04

H0_{1.5}: There are statistically significant differences at the level of significance ($\alpha = 0.05$) between the averages of the respondents' responses about the level of achieving quality of job life in university colleges in Gaza Strip due to years of service.

To test this hypothesis, the One Way ANOVA test was used to test the differences between the averages of the respondents' responses about the level of achieving quality of job life in Palestinian university colleges in Gaza Strip due to years of service, and the results are shown in the following table, which shows that the value of F calculated for all The axes combined are equal to (0.764) and it is smaller than the tabular value of F which is equal to (3.04), and the probability value of all axes is equal to (0.467) and it is greater than (0.05), so we reject the fifth sub-hypothesis and accept the null hypothesis, which indicates that there are no differences Among the averages of respondents' responses about the level of achieving quality of job life in Palestinian university colleges in Gaza Strip attributable to years of service at a significance level ($\alpha = 0.05$).

Table 20: The results of the One Way ANOVA analysis between the average responses of the respondents about the level of achieving quality of job life in Palestinian university colleges in the Gaza Strip attributable to years of service

Axis	The Source Of The Contrast	Sum Of Squares	Degree Of Freedom	Average Of Squares	F Value	Probability Value (Sig.)
Quality Of Career	Between groups	0.861	2	0.430	0.764	0.467
	Within groups	123.966	220	0.563		

	Total	124.827	222			
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The tabular value of F at the degree of freedom of "2,220" and the level of significance of "0.05" is 3.04

Conclusion and Recommendations

Conclusions

In light of the study hypotheses and with the help of data collection and statistical methods, the conclusions were classified as follows:

A. Results Related To Study Variables.

1. Moral working conditions:

- The results of the study showed that (78.12%) of the study population believe that the level of moral working conditions in university colleges is high. The results showed that employees in university colleges in Gaza governorates are satisfied with the clarity of their role in the colleges, and they are proud of their work, and they are linked with good relations with their colleagues at work.
- The results of the study showed that university college's employees enjoy freedom to perform their work in a way that is consistent with them, and their work tasks are characterized by challenge and fun, and they feel satisfied with the achievement they have achieved in their work, and they feel respected by all faculty employees.

2. Wages And Bonuses:

- The results of the study showed that (64.32%) of the study population believe that the level of wages and bonuses in university colleges is somewhat average. The results showed that college employees feel that wages are fair to some extent compared to what their colleagues and their counterparts receive in other institutions.
- The results showed that university college employees fully understand the wages and rewards system in force in the colleges, and they are satisfied with the wage they get for their work.
- The results showed that there is a weakness in the financial incentives provided by the colleges to their employees, and that the awarding of financial rewards is not carried out in accordance with the standards of efficiency and excellence of the performance of employees.

3. Benefits For Employees:

- The results of the study showed that (55.29%) of the study population believe that the level of benefits provided to university college employees is weak. The results showed that there is a weakness in allocating various gyms and cafeterias to their employees, and there is also a weakness in the contribution of colleges in solving employees' economic problems, and colleges do not provide subscriptions to clubs for their employees.
- The results of the study showed, at a medium level, that university colleges provide health care and treatment facilities for their employees, and colleges also organize recreational trips for their employees.

4. Handling Complaints And Grievances:

- The results of the study showed that (65.94%) of the study population believe that the level of handling complaints and grievances in university colleges is weak. The weakness is represented in the lack of efficiency and effectiveness of the complaints and grievance system. Faculties did not handle complaints and grievances in a transparent and fair manner. Colleges also do not have a specialized committee to deal with complaints and grievances, and colleges did not protect complainants from any arbitrary action against them.
- The results indicated that the university colleges administration continues to apply the results of handling complaints and grievances in a relatively moderate manner.

5. Participation In Decision Making:

- The results of the study showed that (60.42%) of the study population believe that the level of participation in decision-making in university colleges is to a certain extent. The results showed that employees participate in making decisions that affect their work, and subordinate superiors are encouraged to participate in decision-making, and administrative leaders are keen to receive the opinions and suggestions of college employees.
- The results of the study showed that there is a weakness in encouraging subordinate leaders to solve their problems at work. The college administration also did not take into account employees' suggestions in developing work methods, and the management did not discuss performance results with employees.

6. Job Quality:

- The results of the study showed that (63.30%) of the study population believed that the level of achieving quality of life in university colleges is to some extent moderate. The results showed that the quality of job life focuses on achieving a balance between the career and personal life of employees through integrated, planned and continuous operations that all departments within university colleges participate in, in accordance with the colleges' strategies, goals and interests of employees.

- The results of the study indicated that job quality is a process through which university colleges respond to the needs of employees by developing mechanisms that allow them to participate adequately in decision-making and formulating a distinguished work life.

B. The Results Of The Differences Between University Colleges With Regard To Personal Variables:

- There are differences at the level of significance ($\alpha = 0.05$) between the mean of respondents' responses about the level of achieving quality of job life in Palestinian university colleges in Gaza Strip due to gender and differences in favor of the male category, and the nature of work in favor of the category "academic with an administrative position."
- There are no differences between the averages of the respondents' responses about the level of achieving quality of job life in university colleges in Gaza Strip due to academic qualification, college, and years of service.

Recommendations

In light of the study's theoretical framework, and the results obtained, researchers present the following recommendations:

1. Moral working conditions:

- Work to provide moral, scientific, and social working conditions in university colleges so that they are based on an exchange of respect and affection between management and employees on the one hand, and between faculty members and students on the other hand, and this in turn is reflected positively on the colleges.
- The need to improve the moral working environment conditions in a way that permits a work environment characterized by mutual trust between employees and management, which is reflected in the quality of dealing with colleagues and satisfaction with the achievement achieved at work.
- The scientific achievements and career creativity of employees should be encouraged, while providing material and moral facilities for scientific research and development.
- Work to achieve job security through measures taken by the work environment itself that make employees offer their loyalty and loyalty to the college in which they work, and are unwilling to leave their work.

2. Wages And Bonuses:

- University colleges must pay much attention to positive financial and moral wages and rewards for academic and administrative employees, with the need to take into account fairness and equality of opportunities for their feelings of belonging and loyalty, as the human element is a very important part in the success of comprehensive quality programs.
- Reconsidering the level of wages for employees and increasing them in proportion to the nature of the profession they practice with the provision of incentives and bonuses separate from the monthly salary, and that for administrative work and activities added to the teaching load of faculty members, while granting the college the approved allowances provided by other colleges.

3. Benefits For Employees:

- That the administration work to achieve and find means for self-motivation of employees, and to contribute to solving employees' economic problems.
- Work to increase the benefits provided to employees because of their great importance in increasing the productivity of employees in university colleges, such as: providing health care and treatment facilities for employees and students, organizing recreational trips, and providing subscriptions to clubs.
- The necessity to provide material work conditions for employees, such as: allocating a suitable cafeteria for employees and others for students, and allocating various gyms, and others.

4. Handling Complaints And Grievances:

- Establishing a unit, department or committee to resolve complaints and grievances, provided that it is supported by the higher management, so that its employees are chosen based on competence and effectiveness.
- Establishing an efficient and effective complaints and grievance system, provided that complaints and grievances are handled in a fair and transparent manner.
- Comprehensiveness in solving problems and dealing with them in a radical way guarantees a deep and wide solution.
- That the colleges administration adopt the results of the treatments completed and work on following them up with the concerned authorities Provided that the college administration protects the complainants from any arbitrary action against employees.

5. Participation In Decision Making:

- Working to benefit from participation in decision-making and delegating authority to individuals, so that this yield is achieved in implementing the plan by involving individuals in solving work problems and completing work within the framework of the set plan.

- Giving university college staff the opportunity to participate in making important decisions and making important decisions through specialized technical committees, trade union committees for employees and others.
- The trend towards decentralization in decision-making. Centralization is one of the main problems facing the application of total quality management in educational institutions.

6. Job Quality:

- The application of comprehensive quality and from there to the quality of job life through a short-term plan, and includes the dimensions of the quality of career life, provided that all employees in the colleges of all levels participate, so that the higher management bears an important aspect, which is the responsibility of planning and preparing with the participation of employees in the strategy, in addition to its implementation.
- Working to spread the quality of a positive job life among the employees within the colleges, by taking care to inform employees of all information, and not to withhold it from them with regard to goals and plans, which works to support commitment to the values and trends that university colleges seek to achieve to ensure the success of the application of the self-teamwork method. Administration.
- The continuous pursuit of a general culture in university colleges that believes in new proposals and ideas for employees, especially those related to developing the quality of job life.
- University colleges should focus on programs that improve the quality of job life, such as: social welfare programs, occupational safety programs, and focus on empowering employees, as well as using the Kaizen method for continuous improvement.

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