

# The Role of Personal Ingenuity and Mental Models as One of the Dimensions of the Learning Organization in Improving the Quality of Services

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**Abstract:** *The study aimed to uncover the role of learned organizations (personal ingenuity, mental models) in the level of quality of services provided by employees of Palestinian Pension Agency in Gaza Governorate. The study followed the descriptive and analytical approach, and the questionnaire was used as a tool to collect data, and it was distributed to all employees of the authority, whose number is (75) employees, and (64) questionnaires were retrieved for analysis, as the actual study sample represented (85.3%) of the study population. The study concluded with a number of results, including: There is a statistically significant relationship between the availability of the learning organization's dimensions (personal ingenuity, mental models) and the quality of services in Palestinian Pension Agency in Gaza Strip. The results of the study also showed that there were no differences between the responses of the sample members about the availability of the learning organization dimensions (personal ingenuity, mental models) and the quality of services due to the variable of sex, age, and educational qualification. With regard to Number of years of service, there were differences in favor of those who had years of service (less than 5 years) in the axis of the learning organization (personal ingenuity, mental models), while there were no differences in the axis of service quality. The study recommended the necessity of providing employees with modern administrative skills that enable them to perform their work efficiently and effectively by relying on modern technological means. Promoting and disseminating the necessary policies to stimulate and organize creativity by embracing creative people and creators and providing them with full support, and enhancing the innovation structure in the authority, which in turn may be reflected in the provision of distinctive services and support the transformation towards a Learning Organization. The necessity for senior management to believe in employees' potentials by giving them the opportunity for open discussions and giving them the necessary information to work on time, enabling them to make decisions.*

**Keywords:** Quality of Services, Personal Ingenuity, Mental Models, Learning Organization, Palestinian Pension Agency, Gaza, Palestine.

## Introduction

The progress and development of knowledge is a motivation for all organizations to move from being traditional organizations to organizations that practice learning at all levels and their work, and the learned organization is one of the modern administrative patterns that contribute to exploiting the potential of its human resource and trying to harness it in achieving the organizations' goals, survival and continuation.

As a result, the human element is the most important element and pillar on which organizations rely to achieve their goals and strategic vision, which requires thinking about how to choose them to maintain the quality of their services on the one hand, and to develop, maintain and develop the performance of their employees in a way that leads to improving their performance and achieving their duties with high efficiency on the other hand.

Consequently, all institutions have come to view human resources in recent years as intellectual capital, as human resources are no longer seen as a source of cost or burden, but rather as a long-term investment achieved through the strategies adopted by the institution to achieve its main objectives. It was established for it as these resources represent a major competitive advantage for any organization.

Improving the quality of services in the authority will only be achieved through caring for and developing employees, providing an appropriate environment by giving them a sense of safety and stability and motivating them to attend conferences and seminars inside and outside the country, in addition to encouraging them to pursue scientific activity. It adopts a team work policy, organizational learning, and continuous education, which contributes to improving the quality of services.

## Problem Statement

All organizations in the current era should keep pace with the rapid development in order to be among the organizations called the Learning Organization that seeks to be the pioneer and the first among all organizations. Currently, there is no place in the business world except for organizations that work to develop themselves, build the capabilities of their employees and renew their practices. Interior.

Palestinian Pension Agency is suffering at the present time from an increase in its workload, especially after the decisions issued to retire many employees, most of whom are between the ages of (45-60), and in some cases it exceeded this age for political reasons,

this in turn created a state of pressure on Employees of the authority, in addition to the employees' inability to obtain their leave, and their delay after official work hours, all of this created many pressures to them.

Therefore, the fact that personal ingenuity and mental models of the human element contribute to developing performance and improving service quality because it focuses on developing, training, developing and motivating employees. Therefore, this study will address the role of personal ingenuity and mental models in improving the quality of services provided by employees of the Pension Authority. Accordingly, the study problem can be formulated in the following main question:

What is the role of personal ingenuity and mental models as one of the dimensions of the learning organization in improving the quality of services provided by the employees of Palestinian Pension Agency in Gaza Governorate? It gives rise to the following sub-questions:

**Q1-:** What is the level of personal ingenuity among the employees of Palestinian Pension Agency?

**Q2-:** What is the level of mental models of employees at Palestinian Pension Agency?

**Q3-:** What is the level of quality of services provided by employees at Palestinian Pension Agency?

**Q4-:** Is there a relationship between the dimensions of the learning organization (personal ingenuity and mental models) and improving the quality of services provided?

**Q5-:** Are there statistical differences between the averages of the study sample opinions about the role of the learning organization dimensions (personal ingenuity and mental models) in improving the quality of services provided due to the following variables: (gender, job title, years of service, academic qualification)?

### **Research Objectives**

The main objective of the research is to identify the role of the learning organization's dimensions (personal ingenuity and mental models) in the quality of services provided by employees at Palestinian Pension Agency in Gaza Governorate. It has the following sub-goals:

1. Learn the theoretical concepts related to personal ingenuity and mental models, quality of service, and methods of measuring them.
2. Exposing the availability of personal ingenuity and mental models.
3. A statement of the level of quality of services provided by employees of Palestinian Pension Agency.
4. Highlighting the relationship between the dimensions of the learning organization (personal ingenuity and mental models) and improving the quality of services provided.
5. Highlighting the statistical differences between the average opinions of the study sample on the role of the learning organization dimensions (personal ingenuity and mental models) in improving the quality of services provided due to the following variables: (gender, job title, years of service, academic qualification).
6. Presenting the most important recommendations that could contribute to activating the role of personal ingenuity and mental models in improving the quality of services provided by Palestinian Pension Agency to the public.

### **Research Importance**

#### **Scientific (Theoretical) Importance:**

1. This research contributed to enriching the researcher's information about personal ingenuity, mental models, quality of services and the relationship between them through reviewing the study literature in books, studies and references.
2. By acquainting the researcher with the sources for the study, it became clear to her that this study was one of the first field attempts in the governorates of Gaza, which aimed to identify the effect of personal ingenuity and mental models in improving the quality of services in Palestinian Pension Agency in Gaza Strip.

#### **Practical (Applied) Importance:**

1. Through this study, Palestinian Pension Agency in Gaza Strip can adopt the dimensions of the learning organization (personal ingenuity, mental models), which will be reflected in the quality of its services it provides to its target groups.
2. He drew the attention of senior management to the importance of adopting personal ingenuity and mental models because of their impact on improving the capabilities of organizations to carry out their tasks and goals to the fullest.
3. Through the results of the field study, Palestinian Pension Agency is able to identify its deficiencies and ways to improve the quality of the services provided by it.

### **Research hypothesis**

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

**H0<sub>1</sub>:** There is no statistically significant relationship at the level of significance ( $\alpha \leq 0.05$ ) between the availability of the learning organization dimensions (personal ingenuity, mental models) and the quality of services in Palestinian Pension Agency in Gaza Strip.

**From the previous main hypothesis, the following sub-hypotheses are branched:**

**H0<sub>1.1</sub>**: There is no statistically significant relationship at the level of ( $\alpha \leq 0.05$ ) between the availability of personal ingenuity and the level of quality of services in Palestinian Pension Agency in Gaza Strip.

**H0<sub>1.2</sub>**: There is no statistically significant relationship at ( $\alpha \leq 0.05$ ) between the availability of mental models and the quality of services in Palestinian Pension Agency in Gaza Strip.

**H0<sub>2</sub>**: There are no statistically significant differences at a significance level of ( $\alpha \leq 0.05$ ) between the responses of the sample members about the availability of the dimensions of the learning organization (personal ingenuity and mental models) and about the quality of services in Palestinian Pension Agency in Gaza Strip due to the following variables: (Gender Age, educational qualification, number of years of service).

And branched from the second main hypothesis the following sub-hypotheses:

**H0<sub>2.1</sub>**: There are no statistically significant differences at a significant level of ( $\alpha \leq 0.05$ ) between the responses of the sample members about the availability of the learning organization dimensions (personal ingenuity and mental models) and about the quality of services in Palestinian Pension Agency in Gaza Strip due to the gender variable.

**H0<sub>2.1</sub>**: There are no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the responses of the sample members about the availability of the learning organization dimensions (personal ingenuity and mental models) and about the quality of services in Palestinian Pension Agency in Gaza Strip due to the age variable.

**H0<sub>2.1</sub>**: There are no statistically significant differences at a significant level of ( $\alpha \leq 0.05$ ) between the responses of the sample members about the availability of the learning organization dimensions (personal ingenuity and mental models) and about the quality of services in Palestinian Pension Agency in Gaza Strip due to the scientific qualification variable.

**H0<sub>2.1</sub>**: There are no statistically significant differences at a significant level of ( $\alpha \leq 0.05$ ) between the responses of the sample members about the availability of the learning organization dimensions (personal ingenuity and mental models) and about the quality of services in Palestinian Pension Agency in Gaza Strip due to the variable number of years of service.

### Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective Limits**: This study was limited to the role of personal ingenuity and mental models in improving the quality of services in Palestinian Pension Agency in Gaza Strip.
2. **Human Limits**: The study was applied to employees of Palestinian Pension Agency in the Gaza governorates.
3. **Time Limits**: The process of collecting data and information on the research topic was completed from the period 2020.
4. **Spatial Boundaries**: The study was limited to Palestinian Pension Agency in Gaza governorates only, and employees in the West Bank will be excluded due to the difficulty of communication and the conditions of the siege.

### Study Variables:

1. **Dependent Variables**: Quality of service
2. **Independent Variables**: Personal Ingenuity , mental models
3. **Personal Variables**, including: (gender, years of service, academic qualification, job title).

### Literature Review

- Study of (Kassab et al., 2019) aimed to identify the impact of information technology on the success of office management systems in the Palestinian Pension Agency. The research community is composed of all the employees of the Palestinian Pension Agency. In order to achieve the objectives of the study, the researchers used the analytical descriptive method in which they tries to describe the phenomenon studied, analyze its data and the relationship between its components and the opinions that are raised around it. The study community and accessibility to the target group. The researchers distributed 108 questionnaires to the community of this research, consisting of (65) employees in Gaza Strip and (43) employees in the West Bank, and all the questionnaires were retrieved. The results of the research were based on the availability of the infrastructure of the Authority, where the ratios ranged from good to very good. Overall, the average score of the axes was 4.09 and a relative weight of 82.0%. This result confirms the ability of the Authority to provide an appropriate infrastructure capable of adapting to the electronic document management system. And that there are no statistically significant differences in the response of members of the study community on the impact of information technology on the success of office management systems in the Palestinian Pension Agency due to variable (nature of job, specialization, age). And provide the technical background (dealing with computers and peripherals) and the level of education of employees will help in the implementation of electronic document management system in the Palestinian Pension Agency.
- Study of (Kassab et al., 2019) aimed to identify the role of policies and procedures for the electronic document management system in the success of the electronic document management system in the Palestinian Pension Agency. In order to achieve the objectives of the study, the researchers used the analytical descriptive method in which the tries to describe the phenomenon studied, analyze its data, the relationship between its components and the opinions that are raised around it, and use the comprehensive inventory method due to the small size of the society. (108) questionnaires were distributed to the community of 65 employees in Gaza Strip and 43 employees in the West Bank. All the responses were retrieved. The research

found that there is a clear adoption by the Commission of the policies and procedures put in place to implement the electronic management system of electronic documents. The study showed that there are no statistically significant differences between the responses of the study population regarding the role of policies and procedures for the electronic document management system in the success of the electronic document management system in the Palestinian Pension Agency due to variable (age, nature of job, specialization). And showed that there is a fundamental difference in the opinion of members of the study community on the role of policies and procedures for the electronic document management system in the success of the electronic document management system in the Palestinian Pension Agency attributed to the scientific qualification, and shows the difference in favor of the bachelor's degree. And years of service, and shows the difference in favor of the 11-15 year category.

- Study of (Kassab et al., 2017) aimed to identify the impact of the technological infrastructure on the success of the electronic document management system of Palestinian Pension Agency. In order to achieve the objectives of the study, the researchers used the analytical descriptive method in which it tries to describe the phenomenon studied, analyze its data, the relationship between its components and the opinions that are raised around it, and use the method of Complete Census due to the small size of the study community and accessibility to the target group. The researchers distributed (108) questionnaires to the community of this study, consisting of (65) employees in Gaza Strip and (43) employees in the West Bank, and all the questionnaires were retrieved. The results of the study reached the following results: The study community agreed on the availability of the infrastructure of the Authority, where the ratios ranged from good to very good. Generally, the average mean of the axes was 4.09 and a relative weight of 82.0%. This result confirms the Authority's ability to provide suitable infrastructure and its ability to adapt to the electronic document management system, divided into: the employment of the latest computers to work in the Authority, and a relative weight of (83.5%). And provide the latest software and databases to work in the Authority, and a relative weight of (85.5%). The provision of computer network linking all the departments of the Authority with a relative weight of (77.0%). Members of the study community agreed that the electronic document system requires special technical skills and resistance from some of the jobs and specialties of the Authority who do not want to deal with the computer. Furthermore, the electronic documentation system would reduce the cost of the current system and would reduce the tasks assigned to staff members of different jobs.
- Study of (Kassab et al., 2017) aimed to identify the reality of management of electronic documents and electronic archiving retirement in the Palestinian Pension Agency -analytical study, as well as to recognize the reality of the current document management system in the Palestinian Pension Agency. The study found the following results: that the reality of the current system for the management of documents in the agency is weak and suffers from many jams. Employee in the agency understand the importance and benefits of the management of electronic documents system, where the application of electronic document management system provide important features and benefits most of which reduce the loss of documents between departments, illustrates the flow path, the speed, accuracy, transparency, and reduce the proportion of damage and destruction of files. Furthermore, the electronic documents system cost will be less than the cost of the current system and it will reduce the tasks assigned for the staff. The existence of a clear adoption of the agency for the policies and procedures established for the application of electronic documents management system. There are weak plans for training and developing of staff in the agency to raise their efficiency.
- Study of (Kassab et al., 2017) aimed to identify the status of the application of electronic document management system in governmental institutions – the study was applied on the Palestinian Pension Agency. The population of this study is composed of all employees in the Palestinian Pension Agency. In order to achieve the objectives of the study, the researchers used the descriptive and analytical approach, through which try to describe the phenomenon of the subject of the study, analyze the data and the relationship between the components and the views put around it. Census method was used due to the small size of the study population and ease of access to the target group. (108) questionnaires were distributed to all members of the study population, were (65) employees in Gaza Strip and (43) employees in the West Bank. All questionnaires were recovered. The study found the following results: There were no statistically significant differences in the members of the population in response to differences in the study about the reality of the application of electronic document management system in governmental institutions - case study on Palestinian Pension Agency due to the age. There are no statistically significant differences in population members in response to the reality of the application of electronic document management system in governmental institutions - case Study on Palestinian Pension Agency due to the variable nature of the job. As well as there are no statistically significant differences in the members of the population in response to the study about the reality of the application of electronic document management system in governmental institutions - case study on Palestinian Pension Agency due to the variable of specialization. There are statistically significant differences in the study about the reality of the application of electronic document management system in governmental institutions - case study on Palestinian Pension Agency due to Qualification variable for the benefit of members of the population study who are holding a Bachelor degree. There are statistically significant differences in the study about the reality of the application of electronic document management system in governmental institutions – case study on Palestinian Pension Agency due to the variable number of years of experience for the benefit of members of the study population who have experience between 11-15 years.



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- Study of (Al-Shanti, 2016) which aimed to identify the degree of availability of the learning organization's dimensions in the Palestinian ministries in Gaza Strip, as well as to reveal the differences in the responses of the sample members according to demographic variables (gender, educational qualification and experience). The questionnaire was used to collect the necessary data based on the Dimensional Learning Organization Scale (DLOQ). The study sample consisted of (341) individual employees of supervisory positions who were selected by the random stratified sample method that is not subject to a proportional distribution from the original study population. (260) valid questionnaires were retrieved and the response rate was (76.2%). The results of the current study showed that all dimensions of the learning organization got an average score. The results of the study revealed that there were statistically significant differences in all dimensions of the scale due to the variable of sex, and the differences were in favor of males. The results showed that there were no differences according to the years of service variable for all dimensions of the questionnaire, except for the fourth dimension, "Establishing systems for sharing knowledge and learning," where differences were found in favor of years of service more than 15 years. Finally, the study revealed that there were no statistically significant differences according to academic qualification in all dimensions of the learning organization except for the first dimension, "creating opportunities for continuous learning," where differences were found in favor of holders of higher qualifications.
  - A study of (Al-Ayasrah and Al-Harithi, 2015), which aimed to identify the degree of high school principals in Taif city's practice of the learning organization's strategies from the teachers' point of view. ( ) The number of them (2238) female teachers, and a simple random sample of (671) female teachers was chosen. The researchers used the descriptive and analytical approach, using the questionnaire as a tool to collect data. The study found a set of results, the most important of which are: that the degree of high school principals in Taif city's practice of the learning organization's strategies is large, with an arithmetic average of (3.60), and that there are statistically significant differences between the averages of the sample members' estimates of the degree to which secondary school principals in Taif City practice the learning organization's strategies due to the years variable. Experience is for the tool as a whole, for the field (enabling teachers to form a common collective vision) and for the benefit of teachers with more than 10 years' experience, and there are no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the study sample's estimates of the degree of practice of high school principals in the city Taif for the learning organization's strategies are attributed to the variables of scientific qualification and specialization of the tool as a whole, or to any of the seven fields of study.
  - A study of (Kanten & Others, 2015) which aimed to identify the impact of organizational structures and the learned organization on job security and individual adaptive performance. The study population consisted of employees of four-star hotels and five-star hotels in Ankara, Turkey. The study sample consisted of (325) employees working in five different hotels that were selected by the random sample method, where Number of questionnaires that can be entered and analyzed was (216) questionnaires. The researchers used the descriptive and analytical approach using the questionnaire as a tool to collect data. The study found a set of results, the most important of which are: that the employee's perception of the learning organization was relatively high with an arithmetic average (3.59), and that the learning organization affects both job security and individual adaptive performance in a positive way, and that the learning organization has a mediating role in the relationships between the basic organizational structure Job assurance, in addition to that the learning organization has a mediating role in the relationship between the basic organizational structure and the individual adaptive performance.
  - A study of (Ibrahim, 2014), which aimed to clarify the relationship between the learning organization and the behavior of work teams. The variable of the learning organization dealt with four dimensions and includes common values, communication, knowledge transfer, employee characteristics, work team behaviors, and the study followed the descriptive and analytical approach, and a random sample consisting of (39) managers from upper, middle and supervisory departments was selected in a sample of the Rasheed Bank branches The research concluded the existence of a correlation between the learned organization and the behavior of the work teams, as it was strong and of moral significance, which indicates the role of the Learning Organization in activating the behavior of the work teams in the bank, and that there is a strong relationship between the decline that affects the learned organization in the level of work team behaviors And vice versa, and the results showed that there is an effect between the learning organization and the behavior of the work teams.
  - A study of (Abu Mdallala, 2014) which aimed to identify the relationship between the application of the learning organization's dimensions and the institutional excellence and the level of application of each of them in the international NGOs operating in Gaza Strip. The study population consisted of all employees in international NGOs operating in Gaza Strip. The study sample consisted of (7) institutions based on the largest number of employees in them. The researcher used the descriptive and analytical approach using the questionnaire as a tool to collect data. (275) questionnaires were distributed among the sample members, and the recovery rate was (89%). The study found a set of results, the most important of which are: the presence of a high degree of availability of the learning organization dimensions and institutional excellence in international institutions operating in Gaza Strip with a relative weight (77%), as well as the presence of a strong and statistically significant positive relationship between the dimensions of the learning organization and the institutional excellence in international institutions. Working in Gaza Strip, in addition to the absence of statistically significant differences in the degree of availability of the educational organization's dimensions and the degree of institutional excellence in
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international institutions operating in Gaza Strip due to demographic variables (age, gender, educational level) except for the number of years of service in the current job in favor of the category Over 15 years old.

- A study of (Erdem & Others, 2014) aimed at determining the relationship between learning organizations and job satisfaction among primary school employees. The study population consisted of primary school teachers, their number (2387), and a cluster sample consisting of (450) primary school teachers was selected. The researchers used the descriptive analytical approach and the questionnaire as a tool to collect data. The study found a set of results, the most important of which are: that teachers' perceptions in their schools were positive and that the level of application of the learning organization in their schools was moderate, as personal ingenuity obtained approval by (3.11), mental models (3.46), shared vision (3.31), and systemic thinking. (3.22), and the extent of support for team learning (3.5), and the general average of the characteristics of the learning organizations in general was (3.37), and there were no statistically significant differences attributed to the gender variable at the level of the learning organization dimensions and job satisfaction of teachers. There were statistically significant differences in two dimensions of the learning organization, namely the common vision and team learning due to the variable of the length of service for teachers, while there were no statistical differences in the rest of the learning organization dimensions: (personal ingenuity, mental models, and systemic thinking), in addition to the existence of Positive correlation between job satisfaction and dimensions of the learning organization at a moderate level.
- The study of (Kosbah, 2015), which aimed to know the role of creative demolition management in improving the quality of services in the Palestinian government sector in the governorates of Gaza, and to uncover the level of improving the quality of services in the Palestinian government sector in the governorates of Gaza, where the researcher used the descriptive and analytical approach, and the study sample consisted of ( 336) male and female employees included all employees with supervisory titles in the ministries of the Palestinian Authority. The most important results were that the level of service quality in the government sector reached (63.5%), which is a medium degree, and that there is a positive positive relationship between the management of creative demolition and improving the quality of services in the government sector and the absence of statistically significant differences between respondents' responses about the level of service quality attributable to (qualification) Scientific, years of service) and the existence of differences due to job title.
- Study of (Moghadam & Kaboly, 2015) aimed at assessing the quality of electronic service in the Isfahan Telecommunications Company in Iran, and the study followed the descriptive analytical approach, and the study population consisted of the company's customers who used the company's services, and the study sample consisted of (332) users as random samples Simple, and quality is evaluated against five original dimensions: ease of use, time savings, service content, appearance, and accuracy. The results of the study indicated that the ease of use index, time savings, service content, appearance and accuracy in evaluating the quality of electronic services are higher than the average for customers.
- The study of (Saeed.et. al., 2015) aimed at identifying the impact of service quality on electronic banking services, and explaining the relationship between customer service quality and satisfaction, and the purpose of the study is to understand the factors affecting the quality of electronic banking service, which can give higher A level of customer satisfaction, and justification for the integrity of these relationships by reviewing previous studies, and based on the results reached through previous studies, the management can give priority to following up and improving the quality of customer service in the electronic banking service, and that the five dimensions of service quality (reliability, privacy) Rating, Empathy, and Website Design) play a vital role in bridging the gap between customers' expectations and perceptions regarding Internet banking. And that the aforementioned dimensions are extremely important for the quality of banking services via ATMs, mobile devices or the Internet, in order to check the quality of banking services.
- A study of (Mishra & Kumar, 2015) aimed at identifying the perceived quality of service about the services provided by public sector banks in India through the following dimensions: (tangibility, reliability, assurance, responsiveness, and empathy) and the extent of customer satisfaction. A stratified sample was taken to determine Customers from each bank, and appropriate samples were taken to collect data through (150) questionnaires, in equal numbers, from the three banks. The results of the study showed that there are gaps in all dimensions of service quality and customer expectations and perceptions, and the biggest gap was in the two dimensions of response and assurance, as well as differences in the expectations of males from females and also for each dimension separately that affected customer satisfaction, and this was evident in the dimensions of sympathy and assurance. The results also indicated that service quality can be measured in public sector banks, and that response and guarantee are the most important for customer satisfaction, and although the results of the study provide valuable information about the relationship of customer satisfaction with banking services in public sector banks, the study recommended that the results be generalized to all Banks.
- A study of (Agrawal, et. Al., 2014), which aimed to provide a theoretical model for measuring the quality of electronic banking service in the banking sector in India, through nine dimensions expressed as reliability, ease of use, personal character, security, trust, aesthetics of the site, and responsiveness, Connection, fulfillment. This is because the quality of the electronic banking service is of great importance in achieving a high level of customer satisfaction and the role that the quality of electronic banking services plays in achieving success or failure in any bank, and that providing Internet services will increase competition between banks to attract customers based on the quality of service provided by The bank, and that the

best quality of electronic service will enhance the relationship with customers and achieve satisfaction with them. Therefore, measuring the quality of electronic services in the banking sector is very important, as it is a complex process due to the complex nature of services. The study revealed a deficiency in the existence of an advanced definition of the quality of electronic banking service, and indicated a positive impact on reliability, responsiveness, ease of use, personalization, security, trust, aesthetics of the website, efficiency, communication and fulfillment of the quality of the electronic service.

#### **Results of Analysis of Previous Studies:**

From the previous presentation of studies in Arabic and foreign languages that dealt with the relationship between the learning organization and its dimensions represented in personal ingenuity, mental models and the quality of services that the researcher was able to reach, and which were done within the time limits of the research, the researcher analyzes these studies according to the following:

##### **A. Similarities And Differences With The Current Study:**

1. Researchers have paid much attention to the topic of the learning organization and its characteristics at the level of field studies in Palestine and Arab countries as well as foreign countries alike, because of the importance of the learning organization as it moves organizations from traditional work to more creative levels in an ever-changing and developing environment.
2. Emphasizing the quality of services as a necessity for the sustainability of organizations in light of rapid change and an extremely changing and unstable environment, the organization had to search for everything that governs it and conducts its work in line with the dimensions of service quality.
3. The current study is similar to one or more axes of the previous studies presented by the researcher in the field of the learning organization, and the quality of service, especially in its standards and performance.
4. Most of the previous studies discussed by the researcher, whether in the field of learning organizations or the quality of services, used the descriptive and analytical approach, and in the field or survey side, the questionnaire was applied as a main tool in collecting data to achieve the goals of each study, and the study sample varied.

##### **B. Areas Of Benefit From Previous Studies:**

Previous studies will contribute to the researcher's assistant to determine:

- Determine the methods of measuring the independent and dependent variables.
- Accurate identification of the study problem.
- Accurate determination of the study hypotheses.
- Determine the target study sample.
- Determine the theoretical framework for the study.
- Compare the results of the current study with previous studies.
- Study tool preparation.
- Determine the statistical methods that are appropriate for processing the data of the current study.

##### **C. What Distinguishes The Current Study From Previous Studies:**

What distinguishes the current study can be explained as follows:

- **In Terms Of The Purpose Of The Study:** The research directions of previous studies have diversified, which aimed to explain the learning organizations and their dimensions (personal ingenuity and mental models) and their importance, while the current study sought to identify the effect of personal ingenuity and mental models in improving the quality of services provided by the employees of Palestinian Pension Agency. .
- **In Terms Of The Study Population And Its Sample:** Research trends varied in defining the study population and its sample in previous studies, both Arab and foreign, which were mostly applied to organizations, while the current study was applied to Palestinian Pension Agency in Gaza Strip and it is the only sector that has not been covered by any a study.
- **In Terms Of The Study Methodology:** In achieving its objectives, the current study relied on the descriptive and analytical method, as this approach is appropriate for studies that adopt the investigation of the phenomenon crystallized by the study problem, then analyze, interpret, compare, and evaluate it according to a solid scientific methodology. In order to arrive at meaningful assessments, the balance of knowledge elevates it to that phenomenon, and because it describes and explains what is, and defines conditions and relationships between variables.
- **In Terms Of Time Domain:** differs in time domain from previous studies conducted in this field.

#### **Theoretical Framework**

**First- Learning Organization:** Marquardt (2002) explained that a learning organization is "an organization that adopts the collective approach to learning, and its management is constantly working to improve its ability to manage and use knowledge, enable individuals to learn inside and outside the organization, and use appropriate technology to organize learning and production." As for (Al-Kubaisi, 2005), he defined it as "the organization that allows all its members to participate and intervene in

the diagnosis, discuss their problems, search for their conditions and test their abilities and skills to bring about change and continuous improvement and to achieve self-development for it and for its employees." While (Foster, 2001) focuses on defining the concept of the learning organization on its role in analyzing experiences and benefiting from them, and he indicated that the learning organization is an organization whose management has the ability to insight and understand, by analyzing and benefiting from the experiences and experiences it goes through, whether those experiences are Positive or negative results. "

Wheelen and Hunger (2006) define a learning organization as "an organization skilled in creating, possessing, transferring knowledge and modifying its behavior to reflect new knowledge and ideas." While (Garvin et al., 2008) defines a learning organization as "a place where employees excel in creating, acquiring and transferring knowledge, and it consists of three basic building blocks: an internal environment supportive of learning, concrete learning processes and practices, and leadership behavior that supports and enhances learning." Bryan (2009) suggested that a learning organization is "the organization that meets the conditions that distinguish it from other traditional organizations in terms of: educational leadership, educational structuring, enabling employees to participate and move flexibly and effectively, adopting a participatory strategy, and allowing opportunities to exchange knowledge, information and strategic culture. Adaptive. "

Through the previous definitions, learning organizations can be defined in this study as organizations whose aim is to learn continuously by supporting work teams and teamwork and providing them with information through effective means of communication and communication.

**The Importance of Learning Organizations:** The concept of learning organizations has become of great importance and has important implications and implications for public and private organizations, as it presents a great challenge in different ways by adopting more sophisticated management practices, as it is considered a process of intellectual and practical transition from the old bureaucratic concepts of modern organizations 'concepts. (Al-Salem, 2008) was able to identify many reasons that drive managers towards the need to transform into learning organizations, including the following:

- We want outstanding performance and we want to achieve a competitive advantage.
- In order to avoid failures and downturns and to improve our capabilities in managing planned change.
- In order to improve and develop the quality of the products and services we provide to the customers.
- To better understand the problems and risks and for our personal and spiritual issues.
- In order to expand the boundaries of our organization and wider interaction with the community.
- In order to sharpen the interest of employees in the organization towards more commitment and interaction at work.
- For independence and liberation and because time requires that.
- In order to know more about the interaction between organizational activities.
- Learning organizations reinforce hope among employees that things will be better in the future.
- Learning organizations create a climate conducive to their creative ideas for employees.
- Provide employees with a safe place to embrace the risks posed by the use of new ideas, behaviors, and challenges required to transcend reality and discover the unknown.
- In a learning organization, everyone's opinions are respected, and the quantity that he can provide is not determined by his job position, but by the importance it possesses in itself.

The researcher concludes from the above that the importance of learning organizations is that they are one of the modern management methods that depend on learning and collective action, which is what countries have built on and succeeded and distinguished in all areas by meeting the needs of individuals and society and fulfilled their desires in solving societal problems in addition to their movement within the framework of community culture Prevailing and coming up with products and services of high quality comparable to global countries.

**Characteristics of Learning Organizations:** There are many characteristics that distinguish learning organizations from other organizations, but there are fundamentals that define the parameters of learning organizations, perhaps the most important of which is the speed of learning, as many researchers have called them accelerated learning organizations (Accelerated Learning Organization) in keeping with the rapid change in all walks of life. Each researcher touched on the characteristics of learning organizations according to the nature of the environment in which he works. Where he (Philips, 2003) identified the characteristics of learning organizations as follows:

- Putting the slogan of continuous improvement into practice while ensuring loyalty to it by employees.
- The leadership model for adopting the concept of the learning organization is: (Leadership by vision) as it shows the vision of learning and disseminates it among employees under levels, facilitating support and developing parts, and encouraging organizational thinking.
- Strategic Thinking: The organization is interested in strategic thinking and uses it in its various activities.
- Free open communication between employees.



- Adopting the philosophy of continuous education for individuals and work groups, acquiring ideas from all sources, and organizing the total nutrition for them.
- Providing the employment potential to take advantage of new technology.
- Training employees on the concept of creativity, its mechanisms and processes, and learning from unsuccessful experiences.
- Encouraging employees and helping them make decisions and using their systems thinking mechanisms.
- Adopting a systematic approach to change, finding an escalating change horizon, and continuous adaptation of the external environment information through continuous communication with it.

Based on the foregoing, the characteristics of learning organizations are many and varied, and come from multiple sources. Therefore, the characteristics of learning organizations embody the ability of institutions to carry out various actions at the human, organizational and societal levels, including: developing human resources and stimulating them to creativity, and adopting flexible and creative organizational systems, methods, values and structures. , In an effort to keep pace with its competitors locally and globally, satisfy its customers and the local community, and meet their expectations in better and faster ways than competitors.

**Second- Quality of Service:** Attention to the quality of service is one of the basics that any institution should pay attention to as it is a fundamental criterion for the extent of customer satisfaction and a sense of loyalty and belonging to this place, so most service institutions are interested in providing amenities, reducing waiting times and times for providing service and providing it in the best possible way to be classified within the reputable institutions in this field.

**The Concept of Service Quality:** Tariffs varied with regard to service quality, due to the different needs and expectations of customers when searching for the required service quality, as well as the difference in the judgment on service quality. (Lacle, 2013) defined it as an activity that involves a good product and provides the appropriate solution to meet the customer's request, and that quality is a result that is satisfied after providing the service case. While he defined it (Hammadi, 2016) as the outcome of the benefits that can be achieved from implementing the quality endeavor in organizations, increasing customers' awareness of the services provided, gaining their trust and loyalty, and then limiting the penetration of competitors into them.

There are four types of process quality evaluation in a service organization as seen by it (Haischer et al., 2001), and they are:

1. **Service Development:** the development of management style for the purpose of developing the service process.
2. **Service Delivery:** How does the service organization implement the service delivery process in an effective and efficient manner.
3. **Management Collaboration:** How to establish, use, and maintain members within the value chain.
4. **Customer Relationships and Communications:** How a service organization manages communications with customers and external members.

It is difficult for the organization, whatever the type of service it provides, to avoid making mistakes in the field of services, and whatever organizations try, even if they are the best, they cannot insure themselves from the sudden error that occurs during the performance of the service that leads to delay in providing the service. The researcher defines service quality as "the extent to which the service received by an individual matches his expectations and exceeds them.

**The Importance of Service Quality:** The importance of quality in providing service lies in the following:

1. **The Growth of The Service Area:** Number of institutions that provide services has increased. For example, half of the institutions whose activities are related to providing services.
2. **Increased Competition:** The increase in Number of service institutions leads to an increase in competition, and therefore the quality of service gives these institutions many competitive advantages.
3. **Understanding Customers:** that customers want good treatment, it is not enough to provide quality service and reasonable price without providing good treatment and greater understanding of customers.
4. **The Economic Connotation of Service Quality:** Service institutions are now focusing on expanding their market share. Therefore, institutions do not have to strive to attract new customers, but also to preserve existing customers, and to achieve this, more attention must be paid to the level of service quality (Noureddine, 2006).

The quality of service is one of the complex concepts due to the characteristics of the service itself in terms of tangibility, subtlety, connotation, heterogeneity, etc., and that the quality of service is shown by comparing the expectations of the guests and their perception of the service provided, and therefore the same service provided can be viewed as high quality by some guests. It is of low quality for other guests, so in other words the quality of service depends on the guests themselves (Arkan, 2014).

### **Third- Palestinian Pension Agency**

Palestinian Pension Agency was established according to the General Retirement Law No. (7) of 2005, and this law aims to unify the pension systems in force in Palestine in order to include all segments of the Palestinian society under one umbrella in Palestinian Pension Agency and to achieve welfare and equality between all segments of society with its different types. The law applies to groups of beneficiaries from the public sector and members of the Palestinian security forces, for those whose age was less than (45) years at the time the law was issued. As for the rest of the beneficiaries older than (45) years at that date, their rights remain within their pension funds, which will be part of the work system in Palestinian Pension Agency, as each fund maintains the rights of its subscribers and the beneficiaries independently of other funds until the commitment of their rights ends. Palestinian

Pension Agency manages, organizes and supervises the pension systems in Palestine, and Palestinian Pension Agency enjoys legal personality, financial and administrative independence, and legal capacity to undertake all works and actions that ensure the achievement of its objectives, including the possession of movable and immovable funds necessary for the conduct of its business and the exercise of its activity in accordance with the provisions of the law.

**Methodology and Procedures:**

**Study Approach:** The analytical descriptive approach was adopted, which depends on the study of the phenomenon as it exists in reality, and is concerned with being an accurate description, and expressing it in a qualitative and quantitative expression, and this approach is not sufficient when collecting information related to the phenomenon in order to investigate its various manifestations and relationships, but goes beyond that to analysis and linking And the interpretation, to reach conclusions.

**Study Population:** The study population knows that all the vocabulary of the phenomenon that the researcher studies, and based on the study problem and its objectives, the target community consists of all employees in Palestinian Pension Agency in Gaza Strip, and their number is (75) employees according to the authority's data for the year 2018. Drivers and guards have been excluded, and members of the community are distributed. Study according to the following schedule:

**Table 1:** Distribution of the study population according to the nature of work

#	Work Nature	Number	Percentage%	#	Work Nature	Number	Percentage%
1	Director General	4	5.3	11	Manager Assistant	3	4.0
2	Deputy General Manager	1	1.3	12	Data Entry	1	1.3
3	Director	10	13.3	13	Administrative	1	1.3
4	Assistant Agent	2	2.7	14	Programmer	1	1.3
5	Legal Assistant	0	0.0	15	Computer	0	0.0
6	Legal Researcher	0	0.0	16	Clerk	9	12.0
7	Accountant	15	20.0	17	Maintenance Technician	2	2.7
8	Head Of The Department	13	17.3	18	Reporter	4	5.3
9	Division Head	5	6.7	19	Archives	2	2.7
10	Engineer	2	2.7				
<b>Total = 75</b>							

**The Study Sample:**

**1. The Pilot Study Sample:**

An exploratory sample consisting of (10) employees of Palestinian Pension Agency in Gaza Strip was selected to verify the validity and reliability of the study tool.

**2. Actual Study Sample:**

Due to the small size of the study population, a comprehensive survey method was used, and the questionnaires were distributed to all members of the study community, working in Palestinian Pension Agency in Gaza Strip, and (64) questionnaires valid for analysis were retrieved, as the actual study sample represented (85.3 %) Of the study population, and the study sample individuals are distributed according to the following tables:

**Characteristics of the Study Sample:**

The following is a presentation of the characteristics of the study sample according to personal information:

**Table 2:** Distribution of the study sample according to personal information

Personal Data		Number	Percentage%
Gender	Male	44	68.8
	Female	20	31.3
<b>Total</b>		64	%100
Age	Less than 30 years old	6	9.4
	From 30 to less than 40 years old	20	31.3
	From 40 to less than 50 years old	22	34.4
	50 years or more	16	25.0
<b>Total</b>		64	%100
Qualification	High School Or Less	12	18.8
	Diploma	4	6.3
	Bachelor	37	57.8
	Postgraduate	11	17.2

<b>Total</b>		64	%100
<b>Years Of Service</b>	Less than 5 years	5	7.8
	From 5 to less than 10 years old	14	21.9
	From 10 to less than 15 years old	17	26.6
	15 years and over	28	43.8
<b>Total</b>		64	%100

It is evident from the previous table that (69%) of the study sample are males, while (25.0%) are females. The researcher attributes this to the culture of society that favors the male over the female in employment because of their belief that the man is more able to bear the workload and given the physiological nature of the woman. The results of the previous table also showed that (58) of the study sample represented (90.6%) of the total sample individuals of more than 30 years of age. This is due to the old establishment of the authority and its lack of need for new employees in light of the lack of development of its performance. It is clear from the previous table that (48) of the study sample individuals represent (75%) of the total study sample individuals with a bachelor's degree or higher. The researcher attributes this result to the Commission's interest in attracting holders of higher qualifications, in addition to supporting and motivating them to complete their educational path, and to the nature of the work of institutions in Palestine, which in turn require higher academic qualifications from employees with experience and competence, and this percentage of qualified employees will help the institution to change and develop methods New in university administrative work, which improves the quality of performance provided. The results of the previous table showed that (59) of the study sample individuals represented (92.3%) of the total study sample individuals whose years of service were more than 5 years. This indicates the low rate of work turnover and the adherence of employees to their organization and the expertise necessary for the development of the work.

**Study Tool:** The questionnaire was used as a tool to collect data, which was specially designed, to identify the effect of personal ingenuity and mental models on the quality of services in Palestinian Pension Agency in Gaza Strip.

**The Components of the Questionnaire:**

The questionnaire consists of:

1. **Personal Data:** It includes the following personal data: (gender, age, educational qualification, number of years of service).
2. The axes of the learning organization dimensions, which are made up of:
  - The axis of personal ingenuity, and it includes (6) paragraphs.
  - The axis of mental models, and it includes (6) paragraphs.
3. The quality of services axis, which includes (11) paragraphs.

**Staging Scale:** The responses of the study sample individuals were approved according to a scale of (1-5), where (1) represents the lowest degree of approval, and (5) represents the highest degree of approval. The approval scores were evaluated according to the ranking scale shown in the following table:

**Table 3: Scale of approval scores**

Degree Of Approval Very Few	Digital Weight	SMA		Relative weight	
		From	To	From	To
Few	1	1.00	Less than 1.80	20.00	Less than 36.00
Medium	2	1.80	Less than 2.60	36.00	Less than 52.00
Big	3	2.60	Less than 3.40	52.00	Less than 68.00
Very Large	4	3.40	Less than 4.20	68.00	Less than 84.00
Degree Of Approval	5	4.20	5.00	84.00	100.00

The validity of the questionnaire: the validity of the questionnaire means making sure that it will measure what it was prepared to measure (), as it is intended to be true: "the questionnaire includes all the elements that should be included in the analysis on the one hand, and the clarity of its paragraphs and vocabulary on the other hand, so that it is understandable to everyone who uses it." (The following validity tests were conducted:

1. **Truthfulness From The Viewpoint Of The Arbitrators (Apparent Truthfulness):** The questionnaire was presented to a number of experienced and competent arbitrators, in order to verify the validity of the linguistic wording of the questionnaire, the clarity of the questionnaire instructions, the affiliation of the axes to the questionnaire as a whole, and the affiliation of the paragraphs to the axes of the questionnaire, and the validity of the questionnaire to measure the objectives Associated with this study, and in this way, the validity of the questionnaire was verified from the viewpoint of the arbitrators.
2. **Structural Validity:** The constructive validity of the questionnaire axes was calculated after applying it to an exploratory sample consisting of (10) from the study population, and by finding correlation coefficients for the questionnaire axes, as shown in the following table:

**Table 4: The validity of the internal consistency of the axes of the questionnaire**

Section	Correlation Coefficient	Sig Value	Indication Level
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Section	Correlation Coefficient	Sig Value	Indication Level
Personal Ingenuity	0.732	0.000	0.05
Mental Models	0.857	0.000	0.05
Dimensions Of The Learning Organization	0.890	0.000	0.05
Quality Of Services	0.778	0.000	0.05

\*The value of "R: Pearson correlation coefficient" at the degree of freedom (9) and the level of significance (0.05).(0.576) = ( It is evident from the previous table that all axes have validity coefficients, statistically significant, and meet the purposes of the study.

3. **Validity Of Internal Consistency:** The validity of the internal consistency of the paragraphs of the questionnaire was calculated, after applying it to a pilot sample of (10) from the study population, and by finding correlation coefficients for the paragraphs of the questionnaire, as shown in the following tables:

**The Internal Consistency Of The "Learning Organization":** It sincerely means the internal consistency of the consistency of each paragraph of the questionnaire with the area to which this paragraph belongs, and the researcher calculated the internal consistency of the questionnaire by calculating the correlation coefficients between each paragraph of the areas of the questionnaire and the total degree of the field itself.

**Table 5:** Validity of internal consistency of the paragraphs of the axis of personal ingenuity

#	Item	Correlation Coefficient	Sig Value	Indication Level
1.	The Authority's employees have the necessary skills to perform the work required of them.	0.887	0.000	0.05
2.	The employees employ modern technology means while performing the tasks required of them.	0.796	0.000	0.05
3.	Authority employees participate by attending the necessary trainings to build their capabilities.	0.871	0.000	0.05
4.	The employees of the body are motivated to search for learning opportunities.	0.789	0.000	0.05
5.	The staff of the authority bear the burden of performing the complex tasks.	0.820	0.000	0.05
6.	The authority provides the necessary support for employees to develop their professional competencies.	0.755	0.000	0.05

\*The value of "R: Pearson correlation coefficient" at the degree of freedom (9) and the level of significance (0.05).(0.576) = ( It appears from the previous table that all the paragraphs have validity coefficients, statistically significant, and they fulfill the purposes of the study.

**Table 6:** The validity of the internal consistency of the paragraphs of the mental models axis

#	Item	Correlation Coefficient	Sig Value	Indication Level
1.	Authority staff welcome discussions directed at building their capacity.	0.807	0.000	0.05
2.	Discussions between employees and the authority's management are frank.	0.678	0.000	0.05
3.	Management provides the appropriate environment to reach converging opinions on issues of concern to employees.	0.922	0.000	0.05
4.	Authority employees reject all personal disputes when faced with a problem.	0.882	0.000	0.05
5.	Meaningful employee perspectives are encouraged.	0.817	0.000	0.05
6.	The employees accomplish the tasks assigned to them very efficiently.	0.945	0.000	0.05

\*The value of "R: Pearson correlation coefficient" at the degree of freedom (9) and the level of significance (0.05).(0.576) = ( It appears from the previous table that all the paragraphs have validity coefficients, statistically significant, and they fulfill the purposes of the study.

**Table 7:** Validity of internal consistency of the paragraphs of the quality of services axis

#	Item	Correlation Coefficient	Sig Value	Indication Level
1.	The authority keeps pace with the latest technological developments at work.	0.833	0.000	0.05
2.	You feel safe when interacting with the body.	0.789	0.000	0.05
3.	You can get the service at multiple times with the same quality.	0.852	0.000	0.05
4.	Services are delivered accurately in the authority.	0.918	0.000	0.05



#	Item	Correlation Coefficient	Sig Value	Indication Level
5.	The authority gives special attention to each client.	0.720	0.000	0.05
6.	The authority places the interest of clients at the forefront of its concerns.	0.704	0.000	0.05
7.	The authority's staff deals with any problem facing clients with interest.	0.843	0.000	0.05
8.	The service provided by the authority is advanced	0.699	0.000	0.05
9.	The service provided is constantly improving	0.791	0.000	0.05
10.	The service provided by the authority attracts clients	0.879	0.000	0.05
11.	The service provided by the authority is commended by all its employees	0.924	0.000	0.05

\*The value of "R: Pearson correlation coefficient" at the degree of freedom (9) and the level of significance (0.05) = (0.576) = ( ) It appears from the previous table that all the paragraphs have validity coefficients, statistically significant, and they fulfill the purposes of the study.

**Validation of The Questionnaire:** And we mean by the stability of the study tool, that the tool gives almost the same results if it is applied again to the same group of individuals, meaning that the results do not change, and the stability of the questionnaire was verified through the following:

1. **Stability Using The Alpha Cronbach Equation:** The stability of the resolution was verified by calculating the correlation coefficients using the Cronbach alpha equation for the resolution axes, as shown in the following table:

**Table 8:** Correlation coefficients using the Alpha Cronbach equation for the questionnaire axes

Section	Correlation Coefficient
Personal Ingenuity	0.899
Mental Models	0.851
Dimensions Of The Learning Organization	0.959
Quality Of Services	0.863
The Whole Questionnaire	0.962

It is evident from the previous table that the correlation coefficients using the Cronbach alpha equation for the questionnaire axes are the stability coefficients of a statistical function, and they fulfill the purposes of the study.

2. **Stability By Half Segmentation Method:** The stability of the resolution was verified by calculating the correlation coefficients by the half segmentation method of the axes of the resolution, as shown in the following table:

**Table 9:** Correlation coefficients by the half-segmentation method for the axes of the survey

Section	Correlation Coefficient	
	Before The Amendment	After Modification
Personal Ingenuity	0.629	0.772
Mental Models	0.792	0.884
Dimensions Of The Learning Organization	0.851	0.920
Quality Of Services	0.687	0.814
The whole questionnaire	0.894	0.944

It is evident from the previous table that the correlation coefficients of the questionnaire axes are statistically significant stability coefficients, and they fulfill the study objectives.

We conclude from the tests of validity and reliability that the research tool (the questionnaire) is honest in measuring what it was designed to measure, and it is very stable, which qualifies it to be an appropriate and effective measurement tool for this research, and it can be applied with confidence, and thus the questionnaire is in its final form.

**Statistical Methods Used:**

To answer the study questions, the SPSS statistical package was used (Pearson correlation coefficient, Cronbach's alpha equation, half segmentation method, Kolmogorov - Smirnov test, frequency, arithmetic mean, standard deviation and relative weight, T-Test, One-Way ANOVA test) In conducting the necessary statistical analyzes for the study, which are as follows:

1. Pearson Correlation Coefficient: To check the validity of internal consistency, as well as to determine the nature of the relationship between the independent and dependent variables.
2. Cronbach's Alpha to check the stability of the resolution.
3. Split-Half Method to check the stability of the resolution.
4. Kolmogorov-Smirnov Test: To test whether data follow a normal distribution.

5. Frequency, arithmetic mean, standard deviation, and relative weight: To find out the extent of high or low responses of the study sample to the paragraphs and axes of the questionnaire, and to know the extent of the deviation of responses for each of the paragraphs from its arithmetic mean, along with the main axes, and to know the value of "T" and the value of "Sig." "
6. T-test for two independent samples (T-Test): To verify the presence of statistically significant differences in the mean estimates of the study sample individuals for a variable: (gender).
7. One Way ANOVA test: to check for statistically significant differences in the average estimates of the study sample individuals for variables: (age, academic qualification, number of years of service).

**Data Distribution Test:**

The Kolmogorov-Smirnov Test was used to test whether the data follow a normal distribution or not, and the results were as shown in the following table:

**Table 10:** Test of the normal distribution of the axes of the questionnaire

Section	Sig Value
Personal Ingenuity	0.106
Mental Models	0.084
Quality Of Services	0.165

It can be seen from the previous table that the value "Sig." For all the resolution axes greater than the significance level (0.05), this indicates that all the axes of the resolution follow a normal distribution, and therefore the parameter tests were used.

**Presentation and Analysis of Data**

**Analysis of the paragraphs of the field of components of the "learning organization":**

**1. Analysis Of The Paragraphs In The Field Of "Personal Ingenuity":**

T-test was used to find out whether the average degree of response has reached the average score of (3) or not. The results are shown in the following table.

**Table 11:** Analysis of the paragraphs of the axis of personal acuity

#	Item	Mean	Standard Deviation	Relative Weight	Rank
1.	The Authority’s employees have the necessary skills to perform the work required of them.	3.90	0.83	78.1	3
2.	The employees employ modern technology means while performing the tasks required of them.	4.03	0.59	80.6	2
3.	Authority employees participate by attending the necessary trainings to build their capabilities.	2.93	1.24	58.7	6
4.	The employees of the body are motivated to search for learning opportunities.	3.40	1.16	68.1	4
5.	The staff of the authority bear the burden of performing the complex tasks.	4.06	0.90	81.2	1
6.	The authority provides the necessary support for employees to develop their professional competencies.	3.00	1.28	60.0	5
<b>The Axis As A Whole</b>		3.55	0.65	71.1	

It is clear from the previous table that:

- The availability of personal ingenuity in Palestinian Pension Agency in Gaza Strip came with a relative weight (71,146), which is a (large) degree of approval.
- The highest paragraph (5), which is (The employees of the authority bear the burdens of performing the complex tasks), and it came with a relative weight (81,250), which is a degree of approval (large). This is evident from the amount of pressure placed on them during the political and salary crises that the government sector suffered from and how the authority dealt with it and managed it in an organized manner.
- The lowest Paragraph (3), which is (The Authority’s employees participate in attending the necessary trainings to build their capabilities), and it came with a relative weight (58,750), which is an approval rating (medium). This is due to the working conditions and pressures that the authority is going through, especially during the study period, and as a result of the government sector salary crisis, which created an additional workload that required some employees to stay even during vacations.
- From the previous results, it is evident from the previous results the availability of personal ingenuity in Palestinian Pension Agency in Gaza Strip, and that the employees bear the burden of performing the complex tasks, and the researcher attributes this to the importance of the employees of the Authority and any other institution, and their real role in achieving the goals of

the organization, and that their skills and abilities must be developed, and their participation in planning And implementation, raising their spirits, and motivating them towards progress and better work.

- The study (Erdem & Others, 2014) showed that the level of Personal Ingenuity agreed with (3.11).

**2. Analysis Of The Paragraphs In The Field Of "Mental Models":**

T-test was used to find out whether the average degree of response has reached the average score of (3) or not. The results are shown in the following table.

**Table 12:** Paragraphs analysis of the mental models axis

#	Item	Mean	Standard Deviation	Relative Weight	Rank
1.	Authority staff welcome discussions directed at building their capacity.	3.688	0.990	73.75	2
2.	Discussions between employees and the authority's management are frank.	3.094	1.065	61.87	5
3.	Management provides the appropriate environment to reach converging opinions on issues of concern to employees.	3.172	1.017	63.43	3
4.	Authority employees reject all personal disputes when faced with a problem.	2.813	1.067	56.25	6
5.	Meaningful employee perspectives are encouraged.	3.125	1.031	62.50	4
6.	The employees accomplish the tasks assigned to them very efficiently.	4.109	0.799	82.18	1
<b>The Axis As A Whole</b>		3.333	0.675	66.67	

It is clear from the previous table that:

- The extent of availability of mental models in Palestinian Pension Agency in Gaza Strip came with a relative weight (66,667), which is an approval rating (medium).
- The highest paragraph (6), which is (The employees accomplish the tasks assigned to them with high efficiency), and it came with a relative weight (82,188), which is a degree of agreement (large). This is due to their long experience in the authority, in addition to the fact that most of them hold high qualifications that enable him to accomplish his work easily.
- The lowest paragraph (4), which is (Authority employees reject all their personal differences when faced with a problem), and it came with a relative weight (56,250), and it is of an approval rating (medium). This indicates their ability to separate their personal relationships from work matters and to adopt teamwork, which improves their relationships and their manner of dealing.
- It is evident from the previous results that mental models are available in Palestinian Pension Agency in Gaza Strip, and that the employees accomplish the tasks entrusted to them with high efficiency, and the researcher explains that because the Authority adopts an open-door policy, listens to the opinions of employees, and opens the door for discussion about issues of concern to work, in addition to adopting views that contribute In achieving the objectives of the Authority.
- The study (Erdem & Others, 2014) showed that the level of mental models is in agreement with a percentage of (3.46).

**Analysis of the Components of the Field of "Quality of Services" Components:**

By analyzing the paragraphs in the field of service quality, the second question can be answered, and it states:

What is the level of quality of services in Palestinian Pension Agency in Gaza Strip?

This question was answered by calculating frequency, arithmetic mean, standard deviation, and relative weight, as shown in the following table:

**Table 13:** Analysis of the paragraphs of the quality of services axis

#	Item	Mean	Standard Deviation	Relative Weight	Rank
1.	The authority keeps pace with the latest technological developments at work.	3.906	0.988	78.125	4
2.	You feel safe when interacting with the body.	3.531	1.054	70.625	9
3.	You can get the service at multiple times with the same quality.	3.422	1.020	68.438	11
4.	Services are delivered accurately in the authority.	4.094	0.771	81.875	1
5.	The authority gives special attention to each client.	3.578	1.138	71.563	8
6.	The authority places the interest of clients at the forefront of its concerns.	3.781	0.863	75.625	6
7.	The authority's staff deals with any problem facing clients with	3.797	0.820	75.938	5

#	Item	Mean	Standard Deviation	Relative Weight	Rank
	interest.				
8.	The service provided by the authority is advanced	3.922	0.841	78.438	3
9.	The service provided is constantly improving	4.078	0.803	81.563	2
10.	The service provided by the authority attracts clients	3.688	0.889	73.750	7
11.	The service provided by the authority is commended by all its employees	3.531	0.942	70.625	9
<b>The Axis As A Whole</b>		3.757	0.682	75.142	

It is clear from the previous table that:

- The level of quality of services in Palestinian Pension Agency in Gaza Strip came with a relative weight (75,142), which is a (large) degree of approval.
- The highest paragraph (4), which is (Services are accomplished accurately in the authority), and it came with a relative weight (81,875), and it is with a degree of approval (large). This is due to the fact that the procedures followed in providing the service cannot bear error, as they are related to financial matters.
- The lowest paragraph (3), which is (you can obtain the service at multiple times with the same quality), and it came with a relative weight (68.438), and it is with a degree of approval (large). This is due to the fact that the procedures followed in providing the service follow an orderly sequence and complete transparency in the work.
- It is evident from the previous results that a good level of quality of services is available in Palestinian Pension Agency in Gaza Strip, and that the service can be obtained at multiple times with the same quality, and the researcher explains that by the Authority's endeavor to achieve its goals, according to a well-thought-out plan, with the serious endeavor to develop performance and fulfill the employees' desires. As well as those dealing with it, by providing the best services, as quickly as possible, and in the most detailed possible way.
- The previous results are in agreement with the findings of the study (Kosbah, 2015) that the level of quality of services in the government sector reached (63.5%), which is a moderate degree, as well as with the study (Saeed.et. al., 2015) and the study (Mishra & Kumar, 2015), (Moghadam & Kaboly, 2015), (Quality, 2014), (Agrawal, et. Al., 2014), and (Gautama, 2011).

#### Test and Analyze the Study Hypotheses

**H0<sub>1</sub>:** There is no statistically significant relationship at the level of significance ( $\alpha \leq 0.05$ ) between the availability of the learning organization dimensions (personal ingenuity, mental models) and the quality of services in Palestinian Pension Agency in Gaza Strip.

This hypothesis was validated by finding the Pearson correlation coefficient, as shown in the following table:

**Table 14:** Pearson correlation coefficient between the learning organization dimensions and the quality of services

Hypothesis	Correlation Coefficient	Sig Value	Indication Level
There is no statistically significant relationship at the level of significance ( $\alpha \leq 0.05$ ) between the availability of the learning organization dimensions (personal ingenuity, mental models) and the quality of services in Palestinian Pension Agency in Gaza Strip.	0.791	0.000	Sig at 0.05

\* R value: Pearson correlation coefficient at a degree of freedom (63) and a significance level (0.05) = (0.250).

It is clear from the previous table that:

- The correlation coefficient of Pearson between the learning organization dimensions (personal ingenuity and mental models) and the quality of services is statistically significant, and this indicates the existence of a statistically significant direct relationship at ( $\alpha \leq 0.05$ ) between the availability of the learning organization dimensions and the level of service quality in Palestinian Pension Agency in Gaza Strip. .
- It is evident from the previous results that there is a direct relationship between the dimensions of the learning organization (personal ingenuity and mental models), and the quality of services in Palestinian Pension Agency in Gaza Strip, meaning that the more the learning organization's dimensions are available, the better the service quality level.
- This result is in agreement with the findings of the study (Kanten & Others, 2015), the study (Ibrahim, 2014), the study (Abu Mdallala, 2014), the study (Erdem & Others, 2014), the study (Kansal, 2012) and the study (Akhtar, et. Al, 2011) which showed the existence of a direct relationship between the dimensions of service quality, namely: (compliance, reliability, empathy, responsiveness) and customer satisfaction.

**From the previous main hypothesis, the following sub-hypotheses are branched:**



**H0<sub>1.1</sub>:** There is no statistically significant relationship at the level of ( $\alpha \leq 0.05$ ) between the availability of personal ingenuity and the level of quality of services in Palestinian Pension Agency in Gaza Strip.

This hypothesis was validated by finding the Pearson correlation coefficient, as shown in the following table:

**Table 15:** Pearson correlation coefficient between personal ingenuity and service quality

Hypothesis	Correlation Coefficient	Sig Value	Indication Level
There is no statistically significant relationship at the level of ( $\alpha \leq 0.05$ ) between the availability of personal ingenuity and the level of quality of services in Palestinian Pension Agency in Gaza Strip.	0.638	0.000	Sig at 0.05

\* R value: Pearson correlation coefficient at a degree of freedom (63) and a significance level (0.05) = (0.250).

It is clear from the previous table that:

- The correlation coefficient of Pearson between personal ingenuity and the quality of services is statistically significant, and this indicates the existence of a direct correlation of statistical significance at the level ( $\alpha \leq 0.05$ ) between the availability of personal ingenuity and the quality of services in Palestinian Pension Agency in Gaza Strip.
- It is evident from the previous results that there is a direct relationship between personal ingenuity and the quality of services in Palestinian Pension Agency in Gaza Strip, meaning that the more personal ingenuity is available, the better the quality of services.

**H0<sub>1.2</sub>:** There is no statistically significant relationship at ( $\alpha \leq 0.05$ ) between the availability of mental models and the quality of services in Palestinian Pension Agency in Gaza Strip.

This hypothesis was validated by finding the Pearson correlation coefficient, as shown in the following table:

**Table 16:** Pearson correlation coefficient between mental models and service quality

Hypothesis	Correlation Coefficient	Sig Value	Indication Level
There is no statistically significant relationship at ( $\alpha \leq 0.05$ ) between the availability of mental models and the quality of services in Palestinian Pension Agency in Gaza Strip.	0.698	0.000	Sig at 0.05

\* R value: Pearson correlation coefficient at a degree of freedom (63) and a significance level (0.05) = (0.250).

It is clear from the previous table that:

- The correlation coefficient of Pearson between mental models and the quality of services is statistically significant, and this indicates the existence of a direct correlation of statistical significance at the level ( $\alpha \leq 0.05$ ) between the availability of mental models and the quality of services in Palestinian Pension Agency in Gaza Strip.
- It is evident from the previous results that there is a direct relationship between mental models and the quality of services in Palestinian Pension Agency in Gaza Strip, meaning that the more mental models are available, the better the quality of services.

**H0<sub>2</sub>:** There are no statistically significant differences at a significance level of ( $\alpha \leq 0.05$ ) between the responses of the sample members about the availability of the dimensions of the learning organization (personal ingenuity and mental models) and about the quality of services in Palestinian Pension Agency in Gaza Strip due to the following variables: (Gender Age, educational qualification, number of years of service).

And branched from the second main hypothesis the following sub-hypotheses:

**H0<sub>2.1</sub>:** There are no statistically significant differences at a significant level of ( $\alpha \leq 0.05$ ) between the responses of the sample members about the availability of the learning organization dimensions (personal ingenuity and mental models) and about the quality of services in Palestinian Pension Agency in Gaza Strip due to the gender variable.

This hypothesis was validated using the T-Test, as shown in the following table:

**Table 17:** the differences with respect to the gender variable

Section	Gender	Number	Mean	Standard Deviation	"T" Value	Sig Value	Indication Level
Dimensions Of The Learning Organization (Personal Ingenuity And Mental Models)	Male	44	3.336	0.635	-0.138	0.891	Not Sig.
	Female	20	3.362	0.774			
Quality Of Services	Male	44	3.783	0.712	0.449	0.655	Not Sig.
	Female	20	3.700	0.625			

\* The tabular "T" value is at the degree of freedom (62) and at the level of significance (0.05) = (2.000).

It is clear from the previous table that:

- The value of "Sig." The calculated value is greater than the value of "0.05" in the axis of the learning organization dimensions (personal ingenuity and mental models), and this indicates that there are no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the responses of the sample individuals about the availability of the learning organization dimensions in Palestinian Pension Agency in Gaza Strip. Gaza attributed to the variable gender.
- The value of "Sig." The calculated value is greater than the value of "0.05" in the axis of quality of services, and this indicates that there are no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the responses of respondents about the quality of services in Palestinian Pension Agency in Gaza Strip due to the gender variable.
- It is evident from the previous results that the views of males and females working in Palestinian Pension Agency in Gaza Strip do not differ regarding the availability of the dimensions of the Learning Organization and the level of quality of services.
- The previous results differed with the findings of the study (Al-Shanti, 2016), which showed that there are statistically significant differences in all dimensions of the scale due to the gender variable, and the differences were in favor of males.
- It agreed with the study (Abu Mdallala, 2014), the study of (Erdem & Others, 2014), and the study of (Mishra & Kumar, 2015).

**H0<sub>2.1</sub>:** There are no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the responses of the sample members about the availability of the learning organization dimensions (personal ingenuity and mental models) and about the quality of services in Palestinian Pension Agency in Gaza Strip due to the age variable.

This hypothesis was validated using the One-Way ANOVA test, as shown in the following table:

**Table 18:** the differences with respect to the age variable

Section	Age	Number	Mean	Standard Deviation	"F" Value	Sig Value	Indication Level
Dimensions Of The Learning Organization (Personal Ingenuity And Mental Models)	Less than 30 years old	6	3.811	0.515	2.702	0.053	Not Sig.
	From 30 to less than 40 years old	20	3.160	0.637			
	From 40 to less than 50 years old	22	3.203	0.710			
	50 years or more	16	3.594	0.616			
Quality Of Services	Less than 30 years old	6	3.879	0.696	0.621	0.604	Not Sig.
	From 30 to less than 40 years old	20	3.714	0.546			
	From 40 to less than 50 years old	22	3.640	0.841			
	50 years or more	16	3.926	0.604			

\* The tabular "F" value is at the degree of freedom (3, 60) and at the level of significance (0.05) = (2.760).

It is clear from the previous table that:

- The value of "Sig." The calculated value is greater than the value of "0.05" in the axis of the learning organization dimensions (personal ingenuity and mental models), and this indicates that there are no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the responses of the sample individuals about the availability of the learning organization dimensions (personal ingenuity and mental models) In Palestinian Pension Agency in Gaza Strip, it is attributable to the age variable.
- The value of "Sig." The calculated value is greater than the value of "0.05" in the axis of quality of services, and this indicates that there are no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the responses of the sample members about the quality of services in Palestinian Pension Agency in Gaza Strip due to the age variable.
- It is evident from the previous results that there is no difference in the views of the employees of Palestinian Pension Agency in Gaza Strip regarding the availability of the dimensions of the Learning Organization and about the level of quality of services according to age. The researcher attributes this to the nature of work for employees, regardless of their age.
- This result is consistent with what was indicated by the study (Abu Mdallala, 2014), which showed that there are no statistically significant differences in the degree of availability of the dimensions of the learning organization and the degree of availability of institutional excellence in international institutions operating in Gaza Strip due to the variable of age.

**H0<sub>2.1</sub>:** There are no statistically significant differences at a significant level of ( $\alpha \leq 0.05$ ) between the responses of the sample members about the availability of the learning organization dimensions (personal ingenuity and mental models) and about the quality of services in Palestinian Pension Agency in Gaza Strip due to the scientific qualification variable.

This hypothesis was validated using the One-Way ANOVA test, as shown in the following table:

**Table 19:** the differences regarding the educational qualification variable

Section	Qualification	Number	Mean	Standard Deviation	"F" Value	Sig Value	Indication Level
Dimensions Of The Learning	High School Or Less	12	3.531	0.625	1.433	0.242	Not Sig.

Section	Qualification	Number	Mean	Standard Deviation	"F" Value	Sig Value	Indication Level
Organization (Personal Ingenuity And Mental Models)	Diploma	4	3.792	0.588			
	Bachelor	37	3.308	0.680			
	Postgraduate	11	3.100	0.696			
Quality Of Services	High School Or Less	12	3.780	0.716	0.353	0.787	Not Sig.
	Diploma	4	4.068	0.729			
	Bachelor	37	3.705	0.712			
	Postgraduate	11	3.793	0.577			

\* The tabular "F" value is at the degree of freedom (3, 60) and at the level of significance (0.05) = (2.760).

It is clear from the previous table that:

- The value of "Sig." The calculated value is greater than the value of "0.05" in the axis of the learning organization dimensions (personal ingenuity and mental models), and this indicates that there are no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the responses of the sample individuals about the availability of the learning organization dimensions in Palestinian Pension Agency in Gaza Strip. Gaza attributed to the educational qualification variable.
- The value of "Sig." The calculated value is greater than the value of "0.05" in the service quality axis, and this indicates that there are no statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the responses of the sample members about the quality of services in Palestinian Pension Agency in Gaza Strip due to the scientific qualification variable.
- It is evident from the previous results that there is no difference in the views of the employees of Palestinian Pension Agency in Gaza Strip regarding the availability of the dimensions of the Learning Organization (personal ingenuity and mental models) and about the level of quality of services according to different academic qualifications. About their academic qualifications.
- This result is in agreement with the findings of the study (Al-Shanti, 2016), which showed that there are no differences according to scientific qualification, and the study (Al-Ayasrah and Al-Harithi, 2015) concluded that there are no statistically significant differences in the degree of availability of the dimensions of the learning organization The degree of availability of institutional excellence in international institutions operating in Gaza Strip is attributable to the educational level variable, and a study (Kosbah, 2015) showed that there are no statistically significant differences between respondents' responses about the quality of services attributable to the scientific qualification variable.

**H0<sub>2.1</sub>**: There are no statistically significant differences at a significant level of ( $\alpha \leq 0.05$ ) between the responses of the sample members about the availability of the learning organization dimensions (personal ingenuity and mental models) and about the quality of services in Palestinian Pension Agency in Gaza Strip due to the variable number of years of service.

This hypothesis was validated using the One-Way ANOVA test, as shown in the following table:

**Table 20:** the differences with the variable number of years of service

Section	Years Of Service	Number	Mean	Standard Deviation	"F" Value	Sig Value	Indication Level
Dimensions Of The Learning Organization (Personal Ingenuity And Mental Models)	Less than 5 years	5	3.820	0.454	2.943	0.040	Sig.
	From 5 to less than 10 years old	14	2.957	0.591			
	From 10 to less than 15 years old	17	3.508	0.683			
	15 years and over	28	3.354	0.673			
Quality Of Services	Less than 5 years	5	3.873	0.735	0.481	0.697	Not Sig.
	From 5 to less than 10 years old	14	3.565	0.536			
	From 10 to less than 15 years old	17	3.818	0.878			
	15 years and over	28	3.795	0.620			

\* The tabular "F" value is at the degree of freedom (3, 60) and at the level of significance (0.05) = (2.760).

It is clear from the previous table that:

- The value of "Sig." The calculated value is less than the value of "0.05" in the axis of the learning organization dimensions (personal ingenuity and mental models), and this indicates the existence of statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the responses of the sample individuals about the availability of the dimensions of the learning organization (personal ingenuity and mental models) In Palestinian Pension Agency in Gaza Strip, it is attributed to the variable number of years of service, in favor of those whose number of years of service is (less than 5 years), and that the lowest categories are (from 5 to less than 10 years).
- The value of "Sig." The calculated value is greater than the value of "0.05" in the service quality axis, and this indicates that there are no statistically significant differences at the level of ( $\alpha \leq 0.05$ ) between the responses of the respondents about the quality of services in Palestinian Pension Agency in Gaza Strip due to the variable number of years of service.

- It is evident from the previous results that the views of the employees of Palestinian Pension Agency in Gaza Strip do not differ on the level of service quality according to Number of years of service, while their views differ on the availability of the dimensions of the Learning Organization according to the different number of years of service.
- This result differed with the findings of the study (Al-Shanti, 2016), which showed that there are differences in favor of years of service over 15 years. The existence of statistically significant differences in the degree of availability of the dimensions of the Learning Organization and the degree of availability of institutional excellence in international institutions operating in Gaza Strip due to the variable number of years of service in the current job in favor of the group of more than 15 years.
- This result is in agreement with the study (Erdem & Others, 2014), which showed that there are statistically significant differences in two dimensions of the learning organization, namely the common vision and team learning due to the variable of the length of service for teachers, and the Kosbah 2015 study which showed no significant differences A statistic among the respondents' responses about the quality of services attributable to the years of service variable.

## **Conclusion and Recommendations**

### **Conclusions**

#### **First - Results related to the description of the study sample:**

- The results of the study revealed that (44) of the study sample individuals represent (68.8%) of the total study sample individuals are males.
- The results of the study showed that (58) of the study sample represented (90.6%) of the total sample individuals over 30 years of age.
- The results of the study revealed that (48) of the study sample individuals represent (75%) of the total study sample individuals with a bachelor's degree or higher.
- The results of the study showed that (59) of the study sample individuals represented (92.3%) of the total study sample individuals whose years of service were more than 5 years.

#### **Second - Results related to the study questions:**

- The axis of "personal ingenuity" was ranked first in terms of importance, with an arithmetic mean (3.557) and a relative arithmetic average (71.146%).
- The extent of availability of mental models in Palestinian Pension Agency in Gaza Strip came with a relative weight (66,667), which is an approval rating (medium).
- The results of the study showed that the study sample individuals agree with the level of quality of services in Palestinian Pension Agency in Gaza Strip, as it came with a relative weight (75,142), and an arithmetic average (3.757), which is of agreement (large).
- The results of the study showed that there is a direct relationship between the dimensions of the learning organization (personal ingenuity, mental models), and the quality of services in Palestinian Pension Agency in Gaza Strip, meaning that the more dimensions of the learning organization become available, the better the quality of services.
- There were no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ) between the responses of the sample members about the availability of the learning organization dimensions (personal ingenuity and mental models) in Palestinian Pension Agency in Gaza Strip due to the variable of sex, age, and educational qualification.
- There were no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ) between the responses of the sample members about the quality of services in Palestinian Pension Agency in Gaza Strip due to the variable of gender, age, educational qualification, years of service.
- The existence of statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the responses of the sample members about the availability of the dimensions of the Learning Organization (personal ingenuity and mental models) in the Palestinian Retirement Authority in Gaza Strip due to the variable of Number of years of service, and in favor of those whose years of service (less than 5 years) The lowest category is (from 5 to less than 10 years).

### **Recommendations**

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

#### **Recommendations about the Dimensions of the Learning Organization:**

- The need to pay attention to the organizational environment that supports the application of the concept of a learning organization by the higher management of universities and to work on developing it.
- The administration shares the authority and information for employees as partners, and takes care of the topic of the learning organization, studies its dimensions and works to implement it in a way that is consistent with its goals and future vision.



- Establishing the concept of the learning organization among the leadership and employees by holding specialized courses and workshops and setting the authority's transformation into a learning organization as a strategic goal on which employees' performance is measured.

#### **Recommendations about Personal Ingenuity**

- Providing employees with modern administrative skills that enable them to perform their work efficiently and effectively by relying on modern technological means.
- Motivating employees to develop their performance through trainings funded by the authority.
- Rewarding employees who improve their educational performance by obtaining higher academic qualifications.
- Satisfying the needs of employees in higher education institutions of self-esteem and self-affirmation, developing their sense of responsibility and linking their interests with those of the institution.
- Increase employee encouragement to attend workshops and participate in necessary trainings to build their capabilities.
- Exploiting the energies and capabilities of employees and developing them, encouraging them to be creative and submitting new suggestions.

#### **Recommendations about Mental Models**

- The necessity for senior management to believe in the potential of employees by giving them the opportunity for open discussions and giving them the necessary information to work on time, enabling them to make decisions.
- The necessity of seeking to create a positive environment that encourages innovation and adopting new methods and mechanisms of work to enhance their self-confidence and connection with their institution.
- Attention to transparency and clarity between management and employees, so that discussions between them are characterized by honesty and frankness.
- Attention to transparency and clarity between management and employees, so that discussions between them are characterized by honesty and frankness.

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