Improving the Quality of Services in Palestinian Pension Agency In Light of Adopting Team Learning and Systemic Thinking as One of the Dimensions of the Learning Organization

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Abstract: *The study aimed to reveal the role of learning organizations (team learning and systemic thinking) 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 dimensions (team learning and systemic thinking) and the quality of services in Palestinian Pension Agency in Gaza Strip. The results of the study also showed a positive effect of the learning organization dimensions (team learning, logical thinking) on improving the quality of services in Palestinian Pension Agency in Gaza Strip. The study recommended the necessity of creating a flexible environment to cope with the surrounding changes and resulting from the political and economic data and deal with them. Attention to providing an ideal internal work environment by adopting teamwork under the supervision of a successful and effective management that pays attention to improving the performance levels of employees and providing their best. 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 an Learning Organization.*

Keywords: Quality Of Services, Team Learning, Systems Thinking, Learning Organization, Palestinian Pension Agency, Gaza, Palestine.

Introduction

Palestinian organizations, especially Gaza Strip, live in a rapidly changing state, as the Palestinian environment is turbulent and unstable and subject to challenges that have imposed upon it to work under limited capabilities and great requirements, so it was imperative for Palestinian organizations to reconcile the turmoil they face with the state of knowledge and technology development experienced by the rest of the world.

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. 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.

Palestinian Pension Agency is considered one of the most important organizations operating in Gaza Strip, especially in light of the existing political conditions and political division, which resulted in large numbers of employees in the PA institutions leaving to retire. To contribute to the exploitation of the available capabilities and work to develop them in order to enable them to meet the challenges facing their work and to provide services that meet the needs of employees in the civil and military sectors.

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

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 they exceed this age for political reasons, which in turn created a state of pressure on The Authority's employees, in addition to the employees 'inability to obtain their leave, and their delay after official work hours, all of this created a lot of pressure to them.

In addition to the above, the study (Al-Afghani, 2013) indicated that the bulk of the Pension Authority's funds were invested for the purpose of profit and not investing in investment projects that would add new value to the economy and alleviate unemployment and poverty. Tangible Palestinian growth and development also did not contribute to creating new and productive job opportunities through its investments in the State of Palestine.

Therefore, the dimensions of learning organizations contribute to developing performance and improving service quality because they focus on employee development, training and development, motivating team work, common vision and systemic thinking, so this study will address the impact of team learning and systemic thinking as one of the dimensions of the learning organization in improving the quality of services provided by employees in Retirement Authority.

Research Questions
The study problem can be formulated in the following main question:

Q1-: What is the effect of team learning and systemic thinking 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:

Q1-1: What is the availability of team learning from the point of view of Palestinian Pension Agency's employees?

Q1-2: What is the availability of systemic thinking from the point of view of the employees of Palestinian Pension Agency?

Q1-3: What is the level of quality of services provided by the Authority's employees?

Q1-4: Is there a relationship between team learning and systems thinking as one of the dimensions of the learning organization and improving the quality of services provided?

Q1-5: Is there an effect between team learning and systems thinking as one of the dimensions of the learning organization in improving the quality of services provided?

Research Objectives
The main objective of the research is to identify the effect of team learning and systemic thinking as one of the dimensions of the learning organization on the level of quality of services provided by the employees of Palestinian Pension Agency in Gaza Governorate. It has the following sub-goals:

- Identify the theoretical concepts related to learning organizations, their dimensions and models, and the quality of service and methods of measuring it.
- Detecting the availability of the learning organization dimensions (systems thinking, team learning).
- A statement of the level of quality of services provided by the Authority's employees.
- Highlighting the relationship between the dimensions of the learning organizations (systems thinking, team learning) and improving the quality of services provided.
- Determine the effect of the learning organizations dimensions (systems thinking, team learning) on improving the quality of services provided.
- Presenting the most important recommendations that could contribute to activating the role of learning organizations in improving the quality of services provided by Palestinian Pension Agency to the public.

Research Importance
Scientific (Theoretical) Importance:
- This research contributed to enriching the researcher's information about the learning organization and the quality of services and the relationship between them through reviewing the study literature in books, studies and references.
- By informing the researcher of the sources for the study, she found out that this study is one of the first field attempts in the governorates of Gaza, which aimed to identify the effect of (systems thinking, team learning) as dimensions of the learning organization in improving the quality of services in Palestinian Pension Agency in Gaza Strip.

Practical (Applied) Importance:
- Through this study, Palestinian Pension Agency in Gaza Strip can adopt the dimensions of the learning organization (systems thinking, team learning), which will be reflected in the quality of its services it provides to its target groups.
- He drew the attention of senior management to the importance of implementing the learning organization's dimensions because of their impact on improving the capabilities of organizations to carry out their tasks and goals to the fullest.
- Through the results of the field study, Palestinian Pension Agency can identify deficiencies in its application of the dimensions of the learning organization and improve the quality of 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:

H0₁: There is no statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the availability of the learning organization dimensions (team learning, systemic thinking) and the quality of services in Palestinian Pension Agency in Gaza Strip.

The first main hypothesis is divided into the following sub-hypotheses:

H0₁₋₁: There is no statistically significant relationship at ($\alpha \leq 0.05$) between the availability of team learning and the quality of services in Palestinian Pension Agency in Gaza Strip.

H0₁₋₂: There is no statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the availability of systems thinking and the quality of services in Palestinian Pension Agency in Gaza Strip.

H0₂: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) due to the availability of the learning organization dimensions (team learning, systemic thinking) on the quality of services in Palestinian Pension Agency in Gaza Strip.

Research Limits and Scope

The scope of the study shall be as follows:

- **Objective Limits**: It was limited to identifying (systems thinking, team learning) as dimensions of the learning organization and its impact on improving the quality of services in Palestinian Pension Agency in Gaza Strip.
- **Human Limits**: The study was applied to employees of Palestinian Pension Agency in the Gaza governorates.
- **Time Limits**: The process of collecting data and information on the research topic from the period (2020).
- **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:

Dependent Variables: Quality of service

Independent Variables: the learning organization and includes: (systems thinking, team learning)

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.

- The study of (Al Hila et al., 2017) aimed at ensuring the success of project departments by identifying the factors that contribute to this by testing the two main research variables (characteristics of the learning organization and the success of project management) at the Public Authority for Roads and Bridges, in a community of 150) Individuals and a sample of (43) individuals. The study reached a set of results, the most important of which is the existence of a significant correlation and influence relationship for most of the characteristics of the learning organization on the success of project management.

- 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.

- Study of (Ahmid, et. Al., 2015), which aimed to reveal the effect of the quality of electronic banking service on the commitment of the customer, and the case study was on the branches of the Persian Bank in Iran, and the study stated that the increase in competition was accompanied by widespread disturbances in the field of trade and banking and that Many traditional methods have changed and a new competitive environment has been created as a result of the use of technology. Also, the way customers are served has changed all over the world. Nowadays, competition to improve service quality has become a major strategic issue for organizations operating in the service sector, and banks have tried to use technology in order to pursue modern methods and improve the quality of services they provide. The main objective of the study was to investigate the impact of the quality of electronic banking service on customer commitment. In order to reach the objectives of the study, (350) questionnaires were distributed to the customers of the Persian Bank in Tehran, and (332) of the total questionnaires were analyzed, and the result showed that the service had an effect on the customers 'feeling of happiness, and also the presence of an effect of customer satisfaction and happiness on trust and commitment. The impact of online banking service quality on confidence was partly.

- 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 (Awoke, 2015) aimed at evaluating the quality of services provided to customers of the savings account in the bank in Ethiopia, because at present, organizations seek to achieve an increase in customer satisfaction by focusing on the quality of services provided, and measuring general satisfaction with the quality of services provided by the bank. . The study used the descriptive approach and field survey to obtain the appropriate answers to the research questions, and tested a total of (100) clients representing the sample members and took appropriate samples. The questionnaire was designed and distributed on the basis of the SERVQUAL model to measure perceived service quality and customer expectations, through five dimensions of service quality, namely: tangible Reliability, Responsiveness, Warranty, and Empathy. The results showed that the quality of the bank's service through the two dimensions of collateral and guarantee in the bank indicates a positive level of satisfaction for the bank's customers. On the other hand, the dimensions of reliability, responsiveness and empathy were negative and reveal that customers were dissatisfied with these dimensions.

- 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 (Dekoulou & Trivellas, 2015) aimed at measuring the effect of the learning organization on job satisfaction and individual performance in the Greek advertising sector. The researchers used the descriptive and analytical method, using the questionnaire as a tool to collect data. The study population consisted of workers in (49) advertising agencies. The questionnaire was distributed to (1256) employees, and (251) valid questionnaires were retrieved for analysis, and the response rate was 20%. The study found that job satisfaction represents a mediator of the relationship between the learning organization and job performance, and that the learning organization has a strong positive effect on both job

satisfaction and individual performance in addition to a positive relationship between the learning organization and job satisfaction. And that among the dimensions of a learning organization, strategic leadership, empowerment, inquiry and dialogue are among the most important dimensions that have a direct relationship to job satisfaction.

- 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.

- 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 the studies that dealt with team learning and systems thinking as one of the dimensions of the learning organization and its impact on improving the quality of services that the researcher was able to reach, the researcher analyzes these studies according to the following:

Similarities and Differences with the Current Study:
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.

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.

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.

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.

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.

What Distinguishes The Current Study From Previous Studies:

What distinguishes the current study can be explained as follows:

In Terms Of The Aim Of The Study: The research directions of previous studies have diversified that aimed to demonstrate team learning and systemic thinking as one of the dimensions of the learning organization and its importance, while the current study sought to identify the impact of team learning and systemic thinking as one of the dimensions of the learning organization in improving the quality of services provided by workers in Palestinian Pension Authority.

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: Scholars disagreed about the definition of learning organizations and their differences came due to the difference in their philosophies and cultures. Rowden (2001) defined a learning organization as: "An organization that contributes to radical change in organizations and enables each of its members to contribute to identifying and solving problems continuously. Moilanen (2001) goes on to define a learning organization by saying: "It is a well-managed organization. Conscious and organized by focusing on the learning process as one of the essential elements in its values, visions and goals as well as in its daily operations. (Orterblad, 2004) believes that the concept of a learning organization is a dynamic and continuous concept, and that in the event that the realization of the fully Learning Organization cannot be reached, it can be achieved. A (partial learning organization) is when some, but not all, of its characteristics are available, provided that work is done to implement the rest of the characteristics.

While (Garvin et al, 2008) defines a learning organization as "the 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) believes 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:

Many reasons drive managers towards the need to transform into learning organizations (Abdalmenem, et al., 2019):

- 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 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.

The Need for the Learning Organization: The human desire to continue, survive and achieve excellence in light of an ever-changing work environment, and the fierce competition between organizations made him seek to devise many strategies that enable him to achieve this, and one of the most important of these strategies is organizational learning, which is considered one of the most important pillars of learning organizations that contributed to raising Performance levels and improvement of its quality. Therefore, it was necessary for organizations that want continuity, survival and excellence to follow the approach of these organizations, otherwise they will be destroyed.

Some studies indicate that there are many justifications that lead to the competition between countries to adopt the concept of a learning organization, apply it and maintain it.

Thomas and Allen (2006) pointed to a number of justifications that show the need to adopt the concept of a learning organization, namely:

- International: Many economic organizations make profits and provide services outside their home country, and this reflects their ability to learn from their previous experiences and experiences.
- Information Technology: Information technology has worked to bring about fundamental changes in the foundations of competition between businesses, given its great role in achieving the goals of organizations, and in increasing their ability to move towards strategic change, to be able to innovate, innovate and compete.
- Change in work methods: The last years of the twentieth century witnessed many developments and changes in working methods, and radically. Employees no longer occupy the offices, but rather close together. The organizations moved from quality management, which imposed itself in the eighties to the direction of re-engineering administrative processes in the nineties, and then the transformation in work methods and methods in the twenty-first century, as organizations tended to develop their operations, and to innovate new methods of work performance to be able to Managing continuous change and development.
- Increase the influence of the beneficiaries: Organizations of all kinds seek to gain and maintain the satisfaction of the beneficiaries, because they have influence power in determining the workflow of organizations and their strategies in implementing their operations. From this standpoint, modern organizations have been keen to employ all their potentials and energies efficiently and effectively, to search for the latest methods that achieve their competitive advantage.
- Knowledge: Knowledge is an important asset for any organization and one of the most important sources of wealth. The human element is the main source capable of continuously generating knowledge in every corner of the organization. Knowledge is a necessary resource for increasing the employees' ability to improve and develop performance at the individual, group and organizational levels.
- Developing employees 'roles and expectations: The importance of human resources increases with the increase in their experience and learning, in contrast to other resources whose value decreases with use and obsolescence. Therefore, modern organizations seek to attract, attract, retain, and motivate knowledge makers, and work to provide an appropriate environment that encourages them to perform their tasks to the fullest.
- Hence, our need for an Learning Organization was linked to the requirements of the times, which resulted in a rapid change in the technological level, administrative work methods, and the difference in the concept of quality among customers, which increased their expectations regarding the products they offer, all of this resulted in the need to obtain

human resources with high capabilities. On creativity, and has the ability to develop itself, its working methods, and openness to the world through the adoption of a continuous learning strategy. All this in order to be able to catch up with the summit organizations that do not rely only on continuous learning, but also on rapid learning so as not to miss the opportunities that enable them to achieve institutional excellence and competitive advantage.

Second- Quality of Service

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. And (Abu-Nahel, et al., 2020) stated that it is a criterion for the degree to which the actual performance of the service matches the expectations of the customer for this service or that it is the difference between customers' expectations of the service and their perception of the actual performance of it. While (Al Shobaki, et al., 2017) defined it as that quality that includes the procedural dimension and the personal dimension as important dimensions in providing high quality service, as the procedural aspect consists of specific systems and procedures for providing the service, and the personal aspect of the service is how the workers interact (With their attitudes, behaviors, and verbal practices) with clients. While (Abu-Nahel, et al., 2020) defined it 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 to them.

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.

Dimensions of Service Quality: In order for organizations to be a leader in service quality, they must adopt multiple dimensions of quality management, and they must also be effective in designing and delivering service, so the organization must know what the customer wants and work to implement it in the right way. A group of researchers concluded that the dimensions on which customers base their expectations and perceptions and thus their judgment on service quality extend to include ten main dimensions:

- Reliability: It refers to the service provider's ability to accomplish or perform the promised service in a reliable and accurate manner. The user looks forward to the service provider to provide him with an accurate service in terms of time and achievement, just as he was promised to do so and to rely on the service provider in this himself.
- Response: It indicates the speed of the service providers 'response to the demands and needs of customers (Abu Naser, et al., 2017).
- Merit: It represents the service provider's willingness to provide assistance to the beneficiary or solve his problems.
- Credibility: The capabilities of the service provider and his level of knowledge play a big role in giving confidence that includes the beneficiary and makes him confident that he will obtain the required service according to his expectations.
- Safety: The service plays a large and effective role in attracting customers to request the service because the availability of the element of safety and confidence is an essential point for the user. The need for safety is one of the basic needs that the user searches for in the service.
- The degree of understanding the service provider: It means the degree of understanding the service provider to the beneficiary and how much time and effort this resource needs to understand for the beneficiary of his requests, especially the feelings of the beneficiary, and an appreciation of these feelings (El Talla, et al., 2018).
- Communication: It means the exchange of service-related information between service providers and customers in an easy and simple way (Abu Naser, et al., 2017).
- Service access: This dimension does not include communication only, but everything that would facilitate obtaining the service, such as: the appropriate working hours and the location of the institution.
- Tangible: The quality of service is often evaluated by the customer in light of the appearance of the physical facilities (such as equipment, devices, people ...).
- Tact: It means that the service provider has a degree of respect and politeness, and is characterized by friendly treatment with customers, and then this aspect indicates friendship and friendliness between the service provider and the customer (Abu-Nahel, et al., 2020).

Methodology and Procedures:

Study Methodology: The descriptive and analytical method 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 it goes beyond that To analyze, relate and interpret, to reach conclusions.

The researcher used two main sources of information:

Secondary Sources: As the researcher tended to address the theoretical framework of the study to secondary data sources, which are related Arab and foreign books and references, periodicals, articles and reports, previous research and studies that dealt with the subject of the study, and research and reading on various Internet sites.

Primary Sources: To address the analytical aspects of the subject of the study, the researcher resorted to collecting primary data through the questionnaire as a main tool for the study, designed specifically for this purpose.

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				
Total = 75							

The Study Sample:

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, who are employees in Palestinian Pension Agency in Gaza Strip. Its percentage (85.3%) from the study population.

Study Tool: The questionnaire was used as a tool to collect data, which was specially designed, to identify the impact of the learning organizations on the quality of services in Palestinian Pension Agency in Gaza Strip.

The Components of the Questionnaire: The questionnaire consists of:

Personal Data: It includes the following personal data: (gender, age, educational qualification, number of years of service).

The axes of the learning organization dimensions, which are made up of:

The focus of team learning, and it includes (6) paragraphs.

The systemic thinking axis, and it includes (6) paragraphs.

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 2: 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:

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.

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 3: The validity of the internal consistency of the axes of the questionnaire

Section	Correlation Coefficient	Sig Value	Indication Level
Team Learning	0.757	0.000	0.05
Systems Thinking	0.805	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 the paragraphs have validity coefficients, statistically significant, and meet the purposes of the study.

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) of 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 field to which this paragraph belongs. 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 4: Validate the internal consistency of the paragraphs of the team learning axis

#	Item	Correlation Coefficient	Sig Value	Indication Level
1.	Work in the organization depends on team spirit.	0.897	0.000	0.05
2.	The spirit of exchanging roles is spread among the Authority's employees.	0.780	0.000	0.05
3.	The work teams are selected based on their possession of skills appropriate to the nature of their work.	0.927	0.000	0.05
4.	The Authority's management takes the recommendations of the work teams that are formed.	0.827	0.000	0.05
5.	Mistakes made by employees turn into constructive cumulative experiences.	0.897	0.000	0.05
6.	The Authority's employees provide useful professional support to the new employee.	0.912	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 the paragraphs have validity coefficients, statistically significant, and meet the purposes of the study.

Table 5: The validity of the internal consistency of the paragraphs of the Systemic Thinking Axis

#	Item	Correlation Coefficient	Sig Value	Indication Level
7.	Staff in the authority are prepared for continuous change processes.	0.812	0.000	0.05
8.	Different situations are dealt with on the basis of group thinking.	0.806	0.000	0.05
9.	Work to solve immediate problems as soon as possible.	0.815	0.000	0.05
10.	Authority personnel possess data collection skills.	0.868	0.000	0.05
11.	Staff of the authority develop their capabilities to deal successfully with changing circumstances.	0.831	0.000	0.05
12.	Staff are strengthened when they present an innovative solution to a problem facing the organization.	0.784	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 the paragraphs have validity coefficients, statistically significant, and meet the purposes of the study.

Internal Consistency of the "Quality Of Services" Axis:

It is evident that the correlation coefficient between each paragraph of the field of "quality of services" and the total score of the field, which shows that the correlation coefficients shown are a function at a significant level ($\alpha \leq 0.05$) and thus the field is considered true of what was set to measure it.

Table 6: Validity of internal consistency of the paragraphs of the quality of services axis

#	Item	Correlation Coefficient	Sig Value	Indication Level
13.	The authority keeps pace with the latest technological developments at work.	0.833	0.000	0.05
14.	You feel safe when interacting with the body.	0.789	0.000	0.05
15.	You can get the service at multiple times with the same quality.	0.852	0.000	0.05
16.	Services are delivered accurately in the authority.	0.918	0.000	0.05
17.	The authority gives special attention to each client.	0.720	0.000	0.05
18.	The authority places the interest of clients at the forefront of its concerns.	0.704	0.000	0.05
19.	The authority's staff deals with any problem facing clients with interest.	0.843	0.000	0.05
20.	The service provided by the authority is advanced	0.699	0.000	0.05
21.	The service provided is constantly improving	0.791	0.000	0.05
22.	The service provided by the authority attracts clients	0.879	0.000	0.05
23.	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:

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 7: Correlation coefficients using the Alpha Cronbach equation for the questionnaire axes

Section	Correlation Coefficient
Team Learning	0.910
Systems Thinking	0.948
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.

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 8: Correlation coefficients by the half-segmentation method for the axes of the survey

Section	Correlation Coefficient	
	Before The Amendment	After Modification
Team Learning	0.608	0.756
Systems Thinking	0.709	0.830
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.

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 9: Test of the normal distribution of the axes of the questionnaire

Section	Sig Value
Team Learning	0.073
Logical Thinking	0.142
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":

Analyze the Paragraphs Of The Team Learning Axis

Table 10: analysis of the paragraphs of the team learning axis

#	Item	Mean	Standard Deviation	Relative Weight	Rank
24.	Work in the organization depends on team spirit.	3.484	1.168	69.68	3
25.	The spirit of exchanging roles is spread among the Authority's employees.	3.094	1.094	61.87	6
26.	The work teams are selected based on their possession of skills appropriate to the nature of their work.	3.109	1.056	62.18	5
27.	The Authority's management takes the recommendations of the work teams that are formed.	3.391	0.953	67.81	4
28.	Mistakes made by employees turn into constructive cumulative experiences.	3.516	1.084	70.31	2
29.	The Authority's employees provide useful professional support to the new employee.	3.719	1.031	74.37	1
	The Axis As A Whole	3.385	0.781	67.71	

It is clear from the previous table that:

The availability of team learning in Palestinian Pension Agency in Gaza Strip came with a relative weight (67,708), which is an approval rating (medium).

The highest Paragraph No. (6), which is (The Authority's employees provide useful professional support to the new employee), came with a relative weight (74.375), which is a degree of approval (large). This is because it is a strategy in place where any new employee must undergo training.

The lowest Paragraph No. (2), which is (The spirit of exchanging roles is spread among the employees of the authority), and it came with a relative weight (61,875), and it is with a degree of approval (medium). This is due to the transparency in the work followed by the authority and the approval of the work teams, which allows each individual to play a different role each time.

It is evident from the previous results that the team learns in Palestinian Pension Agency in Gaza Strip, and that the employees provide useful professional support to the new employee, and the researcher explains this with the importance of working within one team, and the unification of ideas and efforts achieved by the employees and the Authority, towards better achieving the desired goals.

Analysis of the Paragraphs of the Logical Thinking Axis

Table 11: Analysis of the paragraphs of the systemic thinking axis

#	Item	Mean	Standard Deviation	Relative Weight	Rank
30.	Staff in the authority are prepared for continuous change processes.	2.98	1.03	59.68	5
31.	Different situations are dealt with on the basis of group thinking.	2.82	1.07	56.56	6
32.	Work to solve immediate problems as soon as possible.	3.406	1.151	68.125	2
33.	Authority personnel possess data collection skills.	3.31	1.11	66.3	3
34.	Staff of the authority develop their capabilities to deal successfully with changing circumstances.	3.48	0.89	69.68	1
35.	Staff are strengthened when they present an innovative solution to a problem facing the organization.	3.20	1.08	64.06	4

#	Item	Mean	Standard Deviation	Relative Weight	Rank
	The Axis As A Whole	3.203	0.793	64.063	

It is clear from the previous table that:

The extent of the availability of systems thinking in Palestinian Pension Agency in Gaza Strip came with a relative weight (64.063), which is a (medium) degree of approval.

The highest paragraph No. (5), which is (The Authority's employees develop their capabilities to deal successfully with changing circumstances), and it came with a relative weight (69,688), and it is with a degree of approval (large). This is due to their accumulated experience and gained from the multiple roles they play in the authority.

The lowest Paragraph No. (2), which is (Different situations are dealt with on the basis of group thinking), came with a relative weight (56,563), and it has a degree of approval (medium). Where team work is one of the methods followed by the authority, whereby periodic meetings are held for the authority to discuss work matters.

It is evident from the previous results that systemic thinking is available in Palestinian Pension Agency in Gaza Strip, and that workers are developing their capabilities to deal successfully with changing circumstances. Work, and develop their business.

Analysis of the Paragraphs of the Field Of Components of "Quality of Services":

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 12: Analysis of the paragraphs of the quality of services axis

#	Item	Mean	Standard Deviation	Relative Weight	Rank
36.	The authority keeps pace with the latest technological developments at work.	3.906	0.988	78.125	4
37.	You feel safe when interacting with the body.	3.531	1.054	70.625	9
38.	You can get the service at multiple times with the same quality.	3.422	1.020	68.438	11
39.	Services are delivered accurately in the authority.	4.094	0.771	81.875	1
40.	The authority gives special attention to each client.	3.578	1.138	71.563	8
41.	The authority places the interest of clients at the forefront of its concerns.	3.781	0.863	75.625	6
42.	The authority's staff deals with any problem facing clients with interest.	3.797	0.820	75.938	5
43.	The service provided by the authority is advanced	3.922	0.841	78.438	3
44.	The service provided is constantly improving	4.078	0.803	81.563	2
45.	The service provided by the authority attracts clients	3.688	0.889	73.750	7
46.	The service provided by the authority is commended by all its employees	3.531	0.942	70.625	9
	The Axis As A Whole	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 No. (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 No. (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. As well as those dealing with it, by providing the best services, in the fastest time, and in the most detailed possible way.

The previous results are in agreement with the findings of the study (Saeed.et, al., 2015), the study (Mishra & Kumar, 2015), the study (Moghadam & Kaboly, 2015), (Kassab et al., 2019), (Kassab et al., 2017), (Awoke, 2015) and the study (Agrawal, et. Al. ,, 2014), which showed that the responses of the study sample towards measuring the quality of actual and perceived services by employees and patients were high on all fields of study and on the overall score.

Test and Analyze the Study Hypotheses

H0₁: There is no statistically significant relationship at the level of significance (α≤0.05) between the availability of the learning organization dimensions (team learning, systemic thinking) 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 13: Pearson correlation coefficient between the dimensions of the learning organization and the quality of services

Hypothesis	Correlation Coefficient	Sig Value	Indication Level
There is no statistically significant relationship at the level of significance (α≤0.05) between the availability of the learning organization dimensions (team learning, systemic thinking) 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 was found from the previous table that the Pearson correlation coefficient between the dimensions of the Learning Organization and the quality of services is statistically significant, and this indicates the existence of a direct relationship of statistical significance at the level of (α≤0.05) between the availability of the dimensions of the Learning Organization and the level of service quality in Palestinian Pension Agency in Gaza Strip. It is also evident from the previous results that there is a direct relationship between the learning organization's dimensions (team learning, systemic thinking), 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 (Al Hila et al., 2017), which showed the existence of a significant correlation relationship for most of the characteristics of the learned organization in the success of project management, also the study (Dekoulou & Trivellas, 2015), (Kassab et al., 2019), (Kassab et al., 2017) and the study (Erdem & Others, 2014).

The first main hypothesis is divided into the following sub-hypotheses:

H0₁₋₁: There is no statistically significant relationship at (α≤0.05) between the availability of team learning 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 team learning and service quality

Hypothesis	Correlation Coefficient	Sig Value	Indication Level
There is no statistically significant relationship at (α≤0.05) between the availability of team learning and the quality of services in Palestinian Pension Agency in Gaza Strip.	0.778	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 was found from the previous table that the Pearson correlation coefficient between team learning and the quality of services is statistically significant, and this indicates the existence of a positive statistically significant relationship at (α≤0.05) between the availability of team learning 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 team's learning and the quality of services in Palestinian Pension Agency in Gaza Strip.

H0₁₋₂: There is no statistically significant relationship at the level of significance (α≤0.05) between the availability of systems thinking 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 15: Pearson correlation coefficient between logical thinking and service quality

Hypothesis	Correlation Coefficient	Sig Value	Indication Level
There is no statistically significant relationship at the level of significance (α≤0.05) between the availability of systems thinking and the quality of services in Palestinian Pension Agency in Gaza Strip.	0.766	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 was found from the previous table that the Pearson correlation coefficient between systems thinking and the quality of services is statistically significant, and this indicates the existence of a positive statistically significant relationship at (α≤0.05) between the availability of systemic thinking 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 systems thinking and the quality of services in Palestinian Pension Agency in Gaza Strip, meaning that the more logical thinking becomes available, the better the quality level of services.

H0$_2$: There is no statistically significant effect at the level of significance (α≤0.05) due to the availability of the learning organization dimensions (team learning, systemic thinking) on the quality of services in Palestinian Pension Agency in Gaza Strip. This hypothesis was validated using Linear Regression Analysis, as shown in the following table:

Table 16: Linear regression analysis of the axes of the independent variable

Independent Variables	B	Std. Error	Beta	T	Sig.	Significance
Constant Variable	1.116	0.306		3.643	0.001	Sig.
Team Learning	0.359	0.140	0.411	2.568	0.013	Sig.
Logical Thinking	0.277	0.131	0.322	2.120	0.038	Sig.
Determination Factor = (0.664) - Modified Coefficient Of Determination(0.635) =						
"F" Value = (22.914) - "Sig" Value = (0.000)						

The tabular "T" value is at the degree of freedom (63) and at the level of significance (0.05) = (2.000).

It was found from the previous table that the coefficient of determination = (0.664), and the modified coefficient of determination = (0.635), meaning that (63.50%) of the change in (the level of quality of services) is due to the change in the independent variables mentioned above in the table, and the remaining percentage is due to the change In other factors. The value of "F" = (22.914), the value of "Sig." = (0.000), that is, a statistically significant effect was found at the level of significance (α≤0.05) for the availability of the learning organization dimensions on the quality of services in Palestinian Pension Agency in Gaza Strip. It turns out that the variables are statistically significant: (fixed variable, team learning, and logical thinking), that is, they affect (quality level of services).

It is evident from the previous results that there is a direct effect of the learning organization's dimensions (team learning, logical thinking) in improving the quality of services in Palestinian Pension Agency in Gaza Strip. This result is in agreement with the findings of the study (Dekoulou & Trivellas, 2015) that the learning organization has a strong positive impact. On both job satisfaction and individual performance, the study (Agrawal, et. Al. ,, 2014) indicated that there is a positive impact on reliability, responsiveness, ease of use, personalization, security, trust, website aesthetics, efficiency, communication and fulfillment on the quality of electronic service.

Conclusion and Recommendations

Conclusions

- The following Results and recommendations were reached:
- The extent of the availability of systems thinking in Palestinian Pension Agency in Gaza Strip came with a relative weight (64.063), and it is an approval rating (medium).
- The availability of team learning in Palestinian Pension Agency in Gaza Strip came with a relative weight (67,708), 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 (team learning, systemic thinking), 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.
- It is evident from the previous results that there is a direct effect of the learning organization dimensions (team learning, logical thinking) on improving the quality of services in Palestinian Pension Agency in Gaza Strip,

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.

Team Learning Recommendations:

- Forming permanent work teams to accomplish the work in the authority and adhere to its work outputs.
- Attention to providing an ideal internal work environment by adopting teamwork under the supervision of a successful and effective management that pays attention to improving the performance levels of employees and providing their best.

- Supporting and strengthening positive work relationships between employees and directing them in a manner consistent with the objectives of the institution and working to establish a work culture with a team spirit as a moral incentive to reach the planned levels of performance.
- We recommend the higher departments in the authority to use rewards and incentives as authorized by law, especially for the high-performing employees in the team.
- That the senior management express support and support to the work teams by building a distinct training strategy, and a clear mechanism that works on building and developing the skills of its employees directed towards teamwork and work teams.
- Emphasizing on the higher leadership by adopting the teamwork method, encouraging it and overcoming the difficulties it faces, due to the role that the higher management plays in the success or failure of this method.

Recommendations on Systems Thinking

- Creating a flexible environment to cope with the surrounding changes and consequent political and economic realities and to deal with them.
- Promote employees with creative solutions to the problems facing the authority.
- Preparing employees in the organization for the processes of change and challenges on an ongoing basis.

Recommendations on the Dimensions of Service Quality

- Developing, activating and supporting scientific research to shift towards an educated, invested, productive organization to provide other sources of funding for the authority, to contribute to solutions to administrative, financial and technical problems.
- Work to increase the sources of funding for public universities by relying on self-efforts, and to harness scientific research and development to modernize their service operations to reach their goals at the lowest cost, by increasing income-generating projects through the optimal use of the means, services and facilities of universities.
- Providing services at an affordable cost and within the limits of the beneficiaries' capabilities, taking into account the quality of the service provided.
- Work to provide services to beneficiaries at all times and in proportion to their health capabilities.
- Developing employees' capabilities and making them more up-to-date with the knowledge developments taking place in the administrative specializations related to the institution by engaging them in advanced external or internal courses and informing them of similar external institutions.
- Allocating the necessary efforts and funds for research and development and trying to continuously improve to ensure excellence.
- Building a supportive organizational culture to improve the quality of services in the authority, by creating an appropriate organizational climate dominated by values, principles and beliefs that improve the capabilities and competence of employees.

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