

## Organizational Excellence in Palestinian Universities of Gaza Strip

Amal A. Al hila<sup>a</sup>, Mazen J. Al Shobaki<sup>b</sup>, Youssef M. Abu Amuna<sup>b</sup>, Samy S. Abu Naser<sup>\*b</sup>

<sup>a</sup>Department of Management and Financial Business, Palestine Technical College, Dair Al Balah, Palestine.

<sup>b</sup>Department of Information Technology, Faculty of Engineering and Information Technology Al-Azhar University, Gaza, Palestine  
Email: <sup>\*b</sup>abunaser@alazhar.edu.ps

### ABSTRACT

The research aims to identify the organizational excellence in Palestinian universities of Gaza Strip, from the perspective of senior management. The questionnaires were distributed to the top senior management in the Palestinian universities, and the study population was (344) employees in senior management in Palestinian universities. A stratified random sample were selected from of employees in the Palestinian universities consist of (182) employees at return rate of (69.2%). SPSS program for analyzing and processing the data was used. The study reached the following results: the senior management agrees largely on the importance of the axis of "Leadership Excellence" and "Excellence service sectors". The senior management agrees moderately about the importance of the axis of the "Knowledge excellence". The study showed that there is a weakness in the employment of scientific research to serve the community, there is weakness in the follow-up of the universities management for the performance of their graduates in the institutions in which they work. Senior management agrees on the importance of the "Organizational Excellence" moderately. The recommendations of study includes: the need to develop principles and fair criteria for the selection of the best candidates for the university and university leaders based on specialization, competence, experience, skills, integrity and not on the basis of favoritism.

**Keywords:** *Organizational Excellence, Leadership Excellence, Senior Management, Palestinian universities, Gaza Strip*

### 1. INTRODUCTION

The concept of "Performance Excellence" is based on a frame of mind that clearly depends on the integration and interdependence is committed to Systemic Thinking that sees the organization as an integrated system of interacting elements and intertwined mechanisms and their output are in agreement with all its capabilities, and therefore the Performance Excellence is tantamount to the ability to reconcile and coordinate organizational elements and run in the integration and interdependence to achieve higher efficiency rates, and thus access to the output level that achieve the desires, expectations, and the benefits of beneficiaries.

Therefore, the interest in the development of higher education institutions has become an absolute necessity, the desperate need to witnessing the current era of scientific and technological developments in various fields of science, in the light of what is university education witnessing of great interest at various levels in all countries of the world, as well as in witnessing distinct development towards the best to keep up with the individual and society and the characteristics of the scientific and technical needs of the times, and based on that university education is seen on the basis of the unique role it plays in the progress of societies and development through the preparation of technical personnel, scientific, cultural, professional and human energies. Where the concept of excellence became the only acceptable level of performance in the era of competitiveness, globalization, and knowledge, the era of the rule of Communications and Information Technology, the era of the sovereignty of the human mind and control the power of science and human thought, considering that

possessing the elements of excellence its activation is the key to the survival of institutions and continuity in today's world.

In light of competing businesses in all fields, and in the breadth of markets and increased unit and fiercer competition among competitive groups working in the same sector, there is a great responsibility rests with those who work in the institutions and their employees to achieve the greatest possible success and excellence to ensure resilience in the face of other organizations and achieve competitive advantage among them. Knowing that there is a significant increase in the role of the work of institutions not only in the advanced economies, but also in the developing economies. Hence the need to have a set of standards that ensure organizational excellence, as it seeks universities, like other institutions to survive and grow in the market, and works to develop general strategies and implementation to ensure that it achieve its goals.

In the era of globalization and openness that characterizes today's world, organizational excellence has become the subject of attention and wide debate by various researchers; and because knowledge and information age is no longer recognized labor typically governed by traditional functional specifications that were prevalent in the old bureaucratic pyramid, but it depends on the elements that characterized excellence and the multiplicity of knowledge and diversity chiefs and subordinates, as the realization of the Organization for performance excellence requires its members to stay away from all that is typical and routine in the performance and behavior of most organizations and adoption of vital and effective systems [1,31-35].

## 2. RESEARCH PROBLEM

Despite the recent emergence of the higher education system in Palestine, but it made a remarkable development and progress rapidly, since the beginning of the ninth of the twentieth century and so far until now, but this development was not in line with the trends in human development and desired requirements, the focus has been placed on the expansion of the the number of institutions of higher education and the various specializations and absorptive capacity, a move which led to an increase in the number of students enrolled in these universities and disciplines, with an emphasis on quantity over quality account, resulting in a lack of balance and widen the gap between outcomes of higher education institutions and the needs of the labor market and its requirements for development.

University education is facing always challenge of constant change, and this is due to the accelerated in the field of information and communication technology developments, growth in the number of students and increase in type of students, move towards the knowledge society. Excellence in learning and teaching is considered dialectical concepts, there is a need to discuss and put frames for it because this will help to encourage excellence in higher education, the development of rewards systems of excellence, and to identify the implications of these initiatives on the education system [2]. Where higher education culture that encourages creativity, that is trying to improve learning and teaching, to contribute to the development concerns of pedagogy and curriculum, technological developments, and not vice versa [3]. This needs creativity to be rewarded in proportion, and to include within the benchmark for excellence in learning and teaching, and encourages, not embarrassing the quality assurance processes. The excellence practices in learning and education are nothing essential for higher education institutions that include the presence of the teacher who is always improving student learning [2].

Al-Hajjar [4] confirmed on the need to spread the concepts of total quality culture, and create a regulatory environment that promotes the overall quality. Basic needs appeared which calls for the development of creativity in higher education, according to the concept (the brain's ability to form new relationships in order to actually change), employ these new relationships in order to change reality. And this is possible with basic programs for a variety of institutions of higher education to uphold the value of community, and that this diversity leads to the realization of the principle of lifelong learning [5].

## 3. RESEARCH HYPOTHESES

We are trying through this research to answer the following questions:

**Q1:** What is the level of organizational excellence (Leadership Excellence, Excellence service sectors, and the

knowledge excellence) in the Palestinian universities from the perspective of senior management?

**The following are the sub questions:**

**Q1-1:** What is the level of leadership excellence in the Palestinian universities from the perspective of senior management?

**Q1-2:** What is the level of excellence in the service sectors of the Palestinian universities from the perspective of senior management?

**Q1-3:** What is the level of knowledge excellence in the Palestinian universities from the perspective of senior management?

**Q2:** Are there statistically significant differences between the averages of the respondents responses on achieving organizational excellence attributed to the name of the university.

## 4. RESEARCH VARIABLES

Research variables: Organizational Excellence and consists of (3) President dimensions, namely:

- Leadership Excellence
- Excellence service sectors
- Excellence of knowledge

## 5. RESEARCH OBJECTIVES

This research aims to achieve the following objectives:

- Identify institutional excellence and its relevance to the universities.
- Disclosure of organizational excellence in the Palestinian universities from the perspective of senior management.
- Determine the level of organizational excellence in the Palestinian universities from the perspective of senior management.
- Detect whether there are statistically significant differences between the mean scores of estimation of senior management members about the research axes according to the name of the university.

## 6. RESEARCH IMPORTANCE

The importance of the anticipated study for both the academic and scientific fields as well as the usefulness of the following important aspects:

- Highlight the theoretical importance of this study to clarify the importance of organizational excellence in the Palestinian universities.
- This study is important as this subject is modern and distinguished scientific and practical.
- Draw the attention of Palestinian university management to the importance of the practice of organizational excellence because of its role in the institutional development of the academic performance and to raise the profile of the university at the local and regional level.
- Providing scientific and practical recommendations to Palestinian universities helping them to achieve organizational excellence.

## 7. SCOPE AND LIMITATIONS

- **Location limits:** research was conducted in the universities of Gaza Strip, namely, (Islamic University, Al-Azhar University, University of Al-Aqsa).
- **Human limit:** The research was conducted at the senior management in the universities in the Gaza Strip.
- **Time limit:** the research was conducted and data collected preliminary during the year (2017).
- **Subject limit (Academic):** research was limited to organizational excellence in the universities of Gaza Strip, from the perspective of senior management.

## 8. RESEARCH METHODOLOGY

Researchers used analytical descriptive approach which is a scientific approach that commensurate with the nature of the research.

## 9. ORGANIZATIONAL EXCELLENCE

Excellence concept is a holistic and comprehensive, in the sense that it cannot portray excellence of an organization in a particular area, while the performance breaks down in other areas, equilibrium and tangles marked by two characteristics of excellence in the various sectors of the Organization, which includes the two dimensions of modern management axes: real management objective is the pursuit of excellence, and the other that everything that comes from management of the business: the decisions, adopted systems, and events are characterized by excellence. The dimensions are complementary, they are two sides of the same coin, cannot achieved one without the other [6].

Shawqi and AL-kharsha [7] defines Excellence as a quality process of the practices include self-evaluation to improve the effectiveness of the organization, its competitive position, the flexibility to work in it, the participation of all the users in each organization to work together in all sections through the understanding of all activities, work to remove the error, and to improve the process towards achieving excellence.

Bryan [8] stated organization that meets the conditions that set it apart from other traditional organizations in terms of: educational leadership, restructuring educational, and allow workers to participate, move flexibly and effectively, adopt a participation strategy, providing opportunities for the exchange of knowledge, information, strategy and culture adapted.

Organization Excellence was defined as a crucial investment opportunities by organizations that preceded effective strategic planning and commitment to realize a common vision dominated by clarity of purpose and adequacy of resources and ensure the performance[9-11].

Zayed [12] see that administrative efforts have continued, including contemporary administrative portals

that identified the concept of efficiency, which focuses on the achievement of the overall objectives of the organization in light of the multiple environmental changes.

AL-Selmi [6] perceive institutional excellence is a case of administrative creativity and organizational excellence to achieve high levels of extraordinary performance and implementation of production for marketing, financial operations and others in the organization, including achievements of superior results better than what competitors achieved which pleases customers and all stakeholders in the organization.

## 10. PREVIOUS STUDIES

- Study in [13] aimed to investigate the relationship of organizational excellence and Total quality of organizations in food industries in the Northern West Bank. The study found that the availability of a high level of organizational excellence and a very high level of total quality in industrial organizations, food and the presence of positive correlation which is statistically significant between the level of organizational excellence and total quality in industrial organizations in Nablus , and the lack of statistically significant differences in the level of organizational excellence and the overall level of quality in industrial organizations in, Northern West Bank attributed to the variables of gender. The study recommended that more attention to training in the areas of leadership and management for workers in the organizations in the food industry.
- Study in [14] aimed to identify the role of empowering the employees to achieve Organizational excellence in technical colleges in Gaza Strip. The results of the study showed that there are statistically significant differences between organizational culture, administrative authorization, sharing information and work teams on the one hand and between leadership, human, and service excellence on the other hand. The results also showed that there are significant differences in the role of empowerment in achieving organizational excellence, it is attributed to the following variables: (college, scientific level, and years of service). The results also indicated there is a statistically significant relationship between empowerment in achieving organizational excellence is attributed to the gender variable in favor of males. The study recommended that the need for organizational culture, administrative mandate, sharing information and work teams to achieve organizational excellence and work to provide and intensify the ongoing training courses for employees on the technique of using and analyzing information.

- Study in [15] aimed to identify the availability of the critical success factors in the Jordanian pharmaceutical companies. And to identify the levels of organizational excellence in the Jordanian pharmaceutical companies dimensions. The research found the most important results of the availability of the success of (the focus on the consumer factors, organization, technology and information systems strategy, enabling intellectual capital) came high, and perceptions of respondents about organizational excellence (leadership excellence, structure excellence, service excellence, organizational culture excellence) were high.
- Study in [16] aimed to recognize the concept of management excellence and its most important characteristics. Learn about the application of excellence in institutions of higher education management requirements, and the most important challenges. The study found the most important results of that there is a statistically significant difference between the degree of importance and the degree of availability in the axis (leadership, strategic planning, customer focus, knowledge and innovation management, involvement of employees, focusing on processes, organizational culture) was in favor of importance. Furthermore, effective leadership plays a pivotal role in shaping the goals and objectives of the institution.

## 11. RESEARCH METHODOLOGY AND PROCEDURES

### 11.1 Research Methodology:

This study based on deductive analytical approach; because it is the right approach that achieves the objectives of the research and getting the results and generalizations that will help in the understanding of reality and developing it.

### 11.2 Population and study sample:

The study population is the entire vocabulary phenomenon studied by researchers, who have been the subject of the study problem. On the subject of the study and its problem and objectives may define the targeted population in all employees from senior management in the universities of the Gaza Strip (Islamic University, Al-Azhar University, Al-Aqsa University), and the total number of senior management in the universities in the study of the Year (2017) is (344) employees. The researchers used a stratified sample random method with total number of senior management was (182) employees. An exploratory sample of (30) questionnaires were distributed to test the internal consistency, construct validity, and the reliability of the questionnaire. After making sure of the validity and reliability of the questionnaire, (135) questionnaires have been distributed, and the recovery rate of 69.2%. Table 1

shows the distribution of the population and the study sample in the three universities under study.

**Table 1:** Distribution of population and study sample

Sn.	The University	Study Sample	Study population
1.	Islamic University	60	114
2.	Al-Azhar University	61	115
3.	Al-Aqsa University	61	115
	<b>Total</b>	182	344

Source: prepared by researchers depending on the surveyed universities statistics 2017

### 11.3 Research sample characteristics:

#### First, the statistical description of the sample according to the characteristics and demographic variables

The following are the characteristics of the sample according to the workplace and the educational qualification and length of service in the universities under study.

**Table 2:** The statistical description of the sample according to the characteristics and Demographic Variables (n = 135)

	Demographic Variables	Study Sample	
		Total	%
<b>Place of work</b>	Islamic University	52	38.5
	Al-Azhar University	37	27.4
	Al-Aqsa University	46	34.1
<b>Qualification</b>	PhD degree	47	34.8
	MS degree	63	46.7
	BS degree	25	18.5
<b>Years of service</b>	Less than 5 years	6	4.4
	From 5 to 9 years	23	17.0
	From 10 to 15 years	54	40.0
	More than 15 years	52	38.5

Table 2 shows (38.5%) of the study sample work at the Islamic University, (27.4%) working at Al-Azhar University, and (34.1%) working in the Al-Aqsa University. The researchers explains this increase in the study sample of the Islamic University for several reasons: notably that the Islamic University offers the largest number of academic programs compared to universities in the Gaza Strip, and that the number of students is greater than the rest of the universities, this request the presence of a larger number of workers to meet the various academic programs and student needs. (34.8%) of the study sample hold the doctorate degree, (46.7%) hold master's degrees, and (18.5%) hold bachelor degrees.

The researchers explain the increase in the number belonging to the senior of scientific qualifications to the

fact that the nature of undergraduate majors and standards of the National Authority for quality and quality related to the adoption of programs require a high degree, it is clear from the fact that the largest category is PhDs degrees.

(4.4%) of the study sample was the year of service, working less than five years, (17.0%) ranged from years of service in the work between (5-9 years), (40.0%) for years of service ranged between (10-14 years), and (38.5%) years of service was more than 15 years. It is clear that the largest proportion of senior management are those who exceeded their service years (10) years, which demonstrates the adoption of the universities in the selection of senior management on years of service.

#### 11.4 Reliability

Reliability of questionnaire means that the questionnaire gives the same result if it is re-distributed more than once under the same circumstances, terms and conditions, or in other words means reliability in the questionnaire results do not change dramatically as if they were re-distributed to individuals several times during certain time periods. The reliability of a questionnaire was checked through the alpha Cronbach's coefficient, which shows that the value (0.760) and the value of Intrinsic Validity (0.872). This means that the questionnaire is valid to measure for what it was developed to measure, and it is stable with a very high degree, which qualifies it as measuring instrument to be suitable and effective for this study, and can be applied with confidence, so that the questionnaire is finalized.

#### 11.5 Statistical methods:

To analyze the data and achieve the objectives of the research that has been assembled, computers have been

used to analyze and process the data through many appropriate statistical methods using the Statistical Package for Social Sciences (SPSS). The following is a set of statistical methods used in data analysis:

- Arithmetic average in order to find out how high or low the sample responses from the average default (3) for each phrase from basic research variables phrases.
- The use of Standard Deviation to identify the extent of the deviation of search members for each phrase of the search phrases variables, and each part of the main parts of the arithmetic average of all responses.
- Alpha Cronbach's test to ensure the stability of the questionnaire.
- Test (t) of the average one sample T test to tell the difference between the average and the default average of the paragraph (neutral) "3."
- Pearson correlation to find the sincerity of the internal consistency of the questionnaire.
- Testing one-way analysis of variance (One Way ANOVA) to test the differences between the responses of the respondents.

**The answer of Q1:** What is the level of organizational excellence (Leadership Excellence, Excellence service sectors, and the knowledge excellence) in the Palestinian universities from the perspective of senior management?

**The answer of Q1-1:** What is the level of leadership excellence in the Palestinian universities from the perspective of senior management?

T test was used per sample, and the results are shown in Table 3, which shows the views of the research sample members in paragraphs axis (Leadership Excellence).

**Table 3:** Demonstrates paragraphs axis analysis (Leadership Excellence)

No.	Axis	SMA	SMA relative	standard deviation	The value of t test	Probability value (Sig)	Ranking
1.	The university management emphasizes to adhere to the contents of the learning organization	3.62	72.4	0.976	7.405	0.000	2
2.	The university management set goals based on the needs and wishes of the beneficiaries.	3.48	69.6	0.991	5.643	0.000	3
3.	There is a commitment from the university management towards achieving a good competitive position.	3.68	73.6	1.131	7.003	0.000	1
4.	The university management is keen to solve the problems facing the university.	3.33	66.6	0.962	4.026	0.000	6
5.	The university management benefit from the experiences of others	3.29	65.8	1.014	3.311	0.001	8
6.	The university management is keen to motivate others toward common goals	3.48	69.6	0.937	5.969	0.000	3
7.	The university management provide the necessary resources for creativity and excellence	3.17	63.4	0.842	2.35	0.020	10

8.	The university management take into account the existence of an effective working relationship between them and the workers.	3.18	63.6	0.913	2.262	0.025	9
9.	The university management concerned with the interaction with civil society institutions	3.39	67.8	0.947	4.816	0.000	5
10.	The university management provides a suitable working environment for the success of the educational process.	3.33	66.6	0.977	3.963	0.000	6
<b>All paragraphs</b>		3.4	68	0.804	5.72	0.000	

**Researchers draw from the table 3 the followings:**

The paragraph "There is a commitment from the university administration towards achieving a good competitive position" the first place in this axis. The researchers attribute that to the growing interest in competition based on the competencies and capabilities, as the need arose to harness the available knowledge in the universities for building organizations towards learning, through its interest in providing organizational capabilities, physical, human, technological to achieve excellence.

Paragraph "The university management provide the necessary resources for creativity and excellence" came in the last place. The researchers attributed the reason to the siege imposed on Gaza Strip, the financial crisis experienced by the majority of universities, which have affected its ability to provide physical resources and pay salaries for their workers.

Study sample views agreed on the importance of the focus of the "leadership excellence" as one of the elements of organizational excellence, and got a high approval ratio to some extent. The researchers attribute that to leader excellence is art which enable the leaders of the universities to anticipate change, forecasting, and working on its

administration in accordance with the clear vision of management change strategy and overall development, continuous, and deal with the developments that appear to achieve excellence in performance.

This result agree with the study in [16-18] which showed that effective leadership plays a pivotal role in shaping the goals and objectives of the university, also responsible for laying the foundations and standards, provide the elements of proper implementation of plans and programs, take development decisions in the light of the discussion of the evaluation results on competent administrative levels. It also agreed with study in [15,19-20], which showed that the respondents' perceptions about organizational excellence (leadership excellence, structure excellence, service excellence, organizational culture excellence) were also high[21-23].

**The answer of Q1-2:** What is the level of excellence in the service sectors of the Palestinian universities from the perspective of senior management?

T test was used per sample, and the results are shown in Table 4, which shows the views of the study sample members in axis paragraphs (Excellence service sectors).

**Table 4:** Demonstrates paragraphs axis analysis (service-excellence)

No.	Axis	SMA	SMA relative	standard deviation	The value of t test	Probability value (Sig)	Ranking
1.	The university management is conducting polls continuing to learn about the diverse needs of the community	2.99	59.8	1.018	-0.085	0.933	10
2.	Operations provide various services subject to continuous improvement.	3.12	62.4	0.985	1.398	0.165	9
3.	The university management adopt modern technologies to provide services	3.74	74.8	0.897	9.59	0.000	1
4.	Procedures providing services are quickly achieved	3.61	72.2	0.978	7.216	0.000	3
5.	The university management provide services consistent with the needs of beneficiaries.	3.54	70.8	0.968	6.491	0.000	4
6.	The university management benefit from the results of the evaluation Reza community organizations	3.25	65	0.87	3.363	0.001	8
7.	The university management benefit from the results of the evaluation of community organizations satisfaction	3.47	69.4	1.006	5.474	0.000	5

8.	The university management taken into account ethical dimensions of community service	3.67	73.4	1.085	7.22	0.000	2
9.	University management offers its services to all the institutions fairly and without discrimination	3.46	69.2	1.214	4.395	0.000	6
10.	The university management respond to suggestions and complaints made by the beneficiaries	3.32	66.4	0.92	4.025	0.000	7
	All paragraphs	3.42	68.4	0.801	6.06	0.000	

**Researchers draw from the previous table, the following:**

Paragraph "The university administration adopt modern technologies to provide services" got the first place in this axis. The researchers attribute that to contemporary technology revolution, which provided a lot of time and effort to get the services and facilities in light of availability of modern means of advanced communication, and the commitment of management and staff to perform well at the work and provide excellent services to achieve customer satisfaction.

Paragraph "The university management is conducting polls continuing to learn about the diverse needs of the community" got the last place with a relative weight (59.8%) which is weak to some extent. The researchers attribute that to a lack of interest in some universities in the polls, but they go back to faculties with many benefits, and examples to identify its level of efficient performance, and discover better ideas, proposals, projects, applications, and identify the efficiency of their plans, knowing the trends and new issues for the future.

Study sample views agreed on the importance of the focus of the "service-excellence" as one of the elements of organizational excellence, obtained a high approval. The researchers attribute that to the fact excellence means that there are certain unique differences to the University from

the others. The excellence in services is that these services exceed customer expectations. Therefore, in light of the increase in the number of universities, and the weakness of the diversity of programs, and limited Palestinian universities capabilities, they need to provide services to satisfy the customers so it becomes an additional competitive advantage. They should do polls about the quality of service level, customer satisfaction reported on an ongoing basis. We see that Islamic University conducts surveys on an ongoing basis like students in the teaching performance, and the opinion poll of graduate, students and lecturers in courses offered and their contents, as well as the extent of the participation of graduates in the development of community institutions.

The study disagree with the result in [24-26], which showed that there is a lack of cooperation and response by the human resources altogether, interact with the students, and to respond to them, solving their problems, and that students are dissatisfied with the service provided by the faculty and do not rise to the level of expectations.

**The answer of Q1-3:** What is the level of knowledge excellence in the Palestinian universities from the perspective of senior management?

T test was used per sample, and the results are shown in Table 5, which shows the views of the research sample in paragraphs axis members (the excellence of knowledge).

**Table 5:** Demonstrates paragraphs axis of the analysis (excellence of knowledge)

No.	Axis	SMA	standard deviation	SMA relative	The value of t test	Probability value (Sig)	Ranking
1.	The university maintains panel discussions among employees to invest the intellectual energies in the fields of knowledge permanently	2.89	57.80	1.104	-1.169	0.244	10
2.	Bulletins to disseminate knowledge applications are issued monthly.	2.95	59.00	0.972	-0.62	0.536	7
3.	The university has a working knowledge of the market requirements in terms of specialties	3.3	66.00	1.1	3.13	0.002	3
4.	E-learning is used to support learning programs in the university	3.36	67.20	0.959	4.398	0.000	1

5.	The university management provides scholarships for talented workers	2.9	58.00	1.007	-1.112	0.268	9
6.	The university management supports student participation in local and international competitions.	3.1	62.00	1.046	1.152	0.251	5
7.	The university management assess training programs to keep up with the cognitive developments.	3.3	66.00	1.024	3.446	0.001	3
8.	The university management is following the performance of its graduates in the institutions in which they work.	2.94	58.80	0.937	-0.735	0.463	8
9.	The efficiency of our university graduates contribute to the interest of institutions on employment.	3.35	67.00	1.024	3.949	0.000	2
10.	The university management employs of scientific research to serve the community	2.98	59.60	0.926	-0.279	0.781	6
	All paragraphs	3.11	62.20	0.771	1.618	0.108	

**Researchers draw from the previous table, the following:**

Paragraph "E-learning is used to support learning programs in the university" got the first place in this axis with relative weight (67.20%). The researchers attribute that to guide of the majority of universities towards the use of e-learning synchronous and asynchronous techniques with most important tools at the moment (YouTube) and winner of the second classification globally in tools of the British learning techniques Center (2011), where we see that the Islamic University and across excellence and e-learning center is using YouTube in education through the inclusion of some educational lectures illustrated through it.

Paragraph "The University maintains panel discussions among employees to invest the intellectual energies in the fields of knowledge permanently" got the last place with very weak rating. The researchers reason that for the weakness of this skill among workers in the universities and all of them takeover with the knowledge contrary to the concept of panel discussions based on the exchange of information, ideas, experiences, and opinions.

Study sample views agreed on the importance of the focus of the "excellence of knowledge" as one of the elements of organizational excellence, and obtained the approval of medium somewhat. The researchers attribute that to the fact that universities are the basis for building a knowledge society, which puts all the countries of the

world among the priorities of plans and tasks, it depends mainly on the excellence of higher education processions scientific and technological developments, so it falls on the responsibility of universities, production and dissemination of knowledge as a culture, and using them effectively, the activities of those in the generation of knowledge, research, development, and dissemination of education, training and employment through scientific research directed to solve the problems of society.

And this result agree with the study in [27-30], which explained that the external environment is integrated with the culture and working environment, supports assure the success of the leadership, culture, and shared values that facilitate the removal of obstacles, facilitate the flow of knowledge, information, and services for those involved, and satisfy the various parties and knowledge contribute to the reduction of problems.

**The answer of Q2:** Are there statistically significant differences between the averages of the respondents responses on achieving organizational excellence attributed to the name of the university.

One-way analysis of variance test (One Way ANOVA) was used to test the differences between the responses of the respondents about organizational excellence attributed to the name of the university, and the results are shown in Table (6).



**Table 6** shows the results of (ANOVA) variance between the responses of respondents about organizational excellence in the Palestinian universities attributed to the name of the university

	University	Total	SMA	standard deviation	Value F	Probability value (Sig)
<b>Organizational Excellence</b>	Islamic University	52	73.14	6.52	35.58	0.000
	Al-Azhar University	37	71.69	8.60		0.000
	Al-Aqsa University	46	53.77	18.30		0.000
	<b>Total</b>	135	66.14	15.12		

From the results shown in Table 6, it is clear that there are statistical significant differences between the views of respondents about achieving organizational excellence attributed to the name of the university where the value of statistical significance differences (0.000) which is less than (0.05) and this means that there are clear differences in the views of the respondents on average achieving organizational excellence attributed to the university and were respectively the Islamic University with a relative weight (73.14%) and Al-Azhar University with relative weight of (71.07%), followed by the Al-Aqsa University with weight (53.77%).

## 12. RESEARCH RESULTS

- The senior management agrees largely on the importance of the axis on "Leadership Excellence", it explained that the university management emphasizes the obligation of the contents of the learning organization, and there is a commitment from university faculties to achieve a good competitive position, and is keen to resolve the problems facing the university, as it derives its objectives based on the needs and desires of beneficiaries by providing a suitable working environment for the success of the educational process.
- Senior management agrees largely on the importance of the axis "Excellence service sectors." The results showed that the university management takes into account the ethical dimensions of community service, adopt modern technology in the provision of services, procedures for the provision of services are rapidly achieved and compatible with the needs of beneficiaries, there is a weak attention in the university management in conducting ongoing surveys to identify the diverse needs.
- The senior management agrees moderately about the importance of the axis of the "knowledge excellence ". It clarified that the universities use e-learning to support learning programs, has a working knowledge of the market requirements in terms of specialties, they evaluate their training programs to keep up with the cognitive developments, supports students participation in local and international competitions. The study showed that there is a weakness in the employment of scientific research to serve the

community, there is weakness in the follow-up of the universities management for the performance of their graduates in the institutions in which they work, there is a weakness in the provision of scholarships for talented employee, poor attention in discussion events that contribute to the investment of intellectual energies of staff in the areas of knowledge.

- Senior management agrees on the importance of the "Organizational Excellence" moderately, where we find that most faculties and universities have procedures for academic review, planning and development to achieve excellence in education not only at the individual level, but also at the organization level. Support for the organizational Excellence in education works to facilitate this distinction.

## 13. RESEARCH RECOMMENDATIONS

### The recommendations of study include:

- The need to develop principles and fair criteria for the selection of the best candidates for the university and university leaders based on specialization, competence, experience, skills, integrity, not on the basis of favoritism, and nepotism.
- Create technology incubators in universities to adopt outstanding university research projects, protect them, support them, and marketing them.
- Create centers of excellence for scientific research in the university, subject to the disciplines of departments at various faculties, offering research and knowledge services to researchers, policy makers, community and various institutions.
- Cooperation and coordination between local, Arab and international universities for the exchange of knowledge, information, and participation programs and training courses, as it provides an opportunity to develop the capabilities and skills of personnel and expertise.
- Build a supportive organizational culture to improve the quality of services at the universities, by forming appropriate regulatory climate of profound values, principles, and beliefs that elevate the capabilities and competence of employees.
- The need to review the medium and low relative performance of the business, which expresses the

weakness in the educational process quality output in each of the universities to increase their effectiveness.

- Take successful models globally, and most important of which: the American model in the field of quality, quality and excellence of university, and its application in university institutions taking into account the human and physical resources, and mechanisms of the application.

#### 14. CONCLUSIONS

The study objectives of the study were to identify the organizational excellence in Palestinian universities of Gaza Strip, from the perspective of senior management. The study population consists of 344 employees in senior management in the Palestinian universities.

The study concluded that senior management agrees on the importance of the "Leadership Excellence", "Excellence service sectors", "Knowledge excellence", and "Organizational Excellence". The study showed that the employment of scientific research to serve the community, and follow-up of the universities management for the performance of their graduates in the institutions in which they work need to be enhanced; furthermore, there is a need to develop the principles and fair criteria for the selection of the best candidates for the university and university leaders based on specialization, competence, experience, skills, integrity and not on the basis of favoritism.

#### REFERENCES

- [1] A. A. Al hila, M. J. Al Shobaki (2017). The Role of Servant Leadership in Achieving Excellence Performance in Technical Colleges - Provinces of Gaza Strip. *International Journal of Management Research and Business Strategy (IJMRBS)* 6 69-91.
- [2] A. AL-Selmi, *Human Resources Management*. Dar Ghareb for printing, Cairo, 2002.
- [3] A. Hannan, Innovating in higher education: contexts for change in learning technology. *British Journal of Educational Technology* 36 (2005) 975-985.
- [4] A. M. Abdul Aziz, A proposed strategy to achieve excellence in the quality of services provided to students of colleges of education in Egyptian universities using SERVQUAL model, *Journal of the Faculty of Education - Ain Shams University* 37 (2013).
- [5] A. M. Al-Buhaisi, The Role of empowering employees in achieving Organizational excellence-A field study in Technical Colleges in Gaza strip, Master of Business Administration, Faculty of Economics and Administrative Sciences, Al-Azhar University –Gaza (2014).
- [6] A. Sharma, B. Talwar, Evaluation of Universal Business Excellence Model in Corporating Vedic Philosophy, *Measuring Business Excellence*, Emerald Group Publishing Limited 11 (2007).
- [7] A. Zayed, *Organizational performance excellence: the road to the future with the organization*. Cairo: The Arab Organization for Administrative Development, 2003.
- [8] C. Shelton, J. Darling, W. Walker, *Foundations of Organizational Excellence: Leadership Values, Strategies, and Skill*, 2010.
- [9] D. Raftery, in *Pursuit of Teaching Excellence: Encouraging Teaching Excellence in Higher Education*. In: Proceedings of the AISHE Conference, Maynooth August, 2006.
- [10] E. H. AL-Hilali, A.S. Gabor, Excellence Department entrance requirements applied in Mansoura University, *Journal of the future of Arab education* 20 (2012).
- [11] G. R. Abu Kaoud, F.A. Rababah, The role of the critical success factors CSFs in achieving organizational excellence in business: a field study on the Jordanian pharmaceutical companies from the perspective of senior management, *King Saud University Journal of administrative science* 25 (2013).
- [12] J. Shawqi, Y. AL-kharsha, Leadership skills and role in the adoption of excellence strategy: analytical study in Jordanian banks. In: Proceedings of the 1st Arab conference perpetuate excellence and competitiveness in the public and private sector institutions, Arab Organization for Administrative Development, Amman, 2008.
- [13] J.A. Al-Dahshan, Virtual University A new patterns in university education. In: Proceedings of the 14th Conference on National Congress of the Center for fly-university education (new horizons in the Arab university education), guesthouse Ain Shams University, Cairo, Egypt, November 2007.
- [14] Al Shobaki, M. J., & Abu Naser, S. S. (2016). Decision support systems and its role in developing the universities strategic management: Islamic university in Gaza as a case study. *International Journal of Advanced Research and Development*, 1(10), 33-47.
- [15] Al Shobaki, M. J., & Abu Naser, S. S. (2016). Performance development and its relationship to demographic variables among users of computerized management information systems in Gaza electricity Distribution Company. *International Journal of Humanities and Social Science Research*, 2(10), 21-30.
- [16] Al Shobaki, M. J., & Abu Naser, S. S. (2016). The Dimensions Of Organizational Excellence In The Palestinian Higher Education Institutions From The Perspective Of The Students. *Global Journal Of Multidisciplinary Studies*, 5(11), 66-100.
- [17] Al Shobaki, M. J., Abu Amuna, Y. M., & Abu Naser, S. S. (2016). The impact of top management support for strategic planning on crisis management: Case study on UNRWA-Gaza Strip. *International Journal of Academic Research and Development*, 1(10), 20-25.

- [18] M. M. Mansour, H. Al -Abed, Related to organizational excellence overall quality among the food industry organizations in the northern West Bank. In: Proceedings of the 2nd International Scientific Conference on the role of the excellence and leadership in business organizations outweigh, World Islamic Sciences University, Jordan, 2015.
- [19] R.H. Al-Hajjar, The academic performance evaluation from the viewpoint of faculty members at the University of Al-Aqsa in the light of Mviom total quality management, Journal of Al-Aqsa University, a series of Science and Humanities, Gaza 8 (2004) 203 - 240.
- [20] S. Bryan, The Application of Learning Organization Principles to Church Growth. Ph.D. Dissertation, Walden University, 2009.
- [21] Abu Naser, S. S., & Al Shobaki, M. J. (2016). Enhancing the use of Decision Support Systems for Re-engineering of Operations and Business-Applied Study on the Palestinian Universities. Journal of Multidisciplinary Engineering Science Studies (JMESS), 2(5), 505-512.
- [22] Abu Naser, S. S., & Al Shobaki, M. J. (2016). Requirements of using Decision Support Systems as an Entry Point for Operations of Re-engineering in the Universities (Applied study on the Palestinian universities in Gaza Strip). World Wide Journal of Multidisciplinary Research and Development, 2(4), 32-40.
- [23] Abu Naser, S. S., & Al Shobaki, M. J. (2016). The Impact of Management Requirements and Operations of Computerized Management Information Systems to Improve Performance (Practical Study on the employees of the company of Gaza Electricity Distribution). Paper presented at the First Scientific Conference for Community Development, 5-6 November, 2016.
- [24] Abu Naser, S. S., Al Shobaki, M. J., & Abu Amuna, Y. M. (2016). KMM Factors Affecting High Performance in Universities' Case Study on Al-Quds Open University in Gaza-Strip'. International Journal of Information Technology and Electrical Engineering, 5(5), 46-56.
- [25] Abu Naser, S. S., Al Shobaki, M. J., & Abu Amuna, Y. M. (2016). Promoting Knowledge Management Components in the Palestinian Higher Education Institutions - A Comparative Study. International Letters of Social and Humanistic Sciences, 73, 42-53.
- [26] Abu Naser, S. S., Al Shobaki, M. J., & Abu Amuna, Y. M. (2016). KM Factors Affecting High Performance in Intermediate Colleges and its Impact on High Performance-Comparative Study. Computational Research Progress in Applied Science & Engineering, 2(4), 158-167.
- [27] Abu Naser, S. S., Al Shobaki, M. J., & Abu Amuna, Y. M. (2016). Knowledge Management Maturity in Universities and its Impact on Performance Excellence" Comparative study". Journal of Scientific and Engineering Research, 3(4), 4-14.
- [28] Abu Naser, S. S., Al Shobaki, M. J., & Abu Amuna, Y. M. (2016). Measuring knowledge management maturity at HEI to enhance performance-an empirical study at Al-Azhar University in Palestine. International Journal of Commerce and Management Research, 2(5), 55-62.
- [29] Abu Naser, S. S., & Al Shobaki, M. J. (2016). Computerized Management Information Systems Resources and their Relationship to the Development of Performance in the Electricity Distribution Company in Gaza. EUROPEAN ACADEMIC RESEARCH, 9(8), 6969-7002.
- [30] Y. M. Abu Amuna, M. J. Al Shobaki, S. S. Abu Naser, J. J. Badwan, Understanding Critical Variables for Customer Relationship Management in Higher Education Institution from Employees Perspective. International Journal of Information Technology and Electrical Engineering 6 (2017) 10-16.
- [31] Abu Naser, S. S., Al Shobaki, M. J., Abu Amuna, Y. M., & Al Hila, A. A. (2017). Trends of Palestinian Higher Educational Institutions in Gaza Strip as Learning Organizations. International Journal of Digital Publication Technology, 1(1), 1-42.
- [32] Al hila, A. A., Al Shobaki, M. J., Abu Naser, S. S., & Abu Amuna, Y. M. (2017). Proposed Model for Learning Organization as an Entry to Organizational Excellence from the Standpoint of Teaching Staff in Palestinian Higher Educational Institutions in Gaza Strip. International Journal of Education and Learning, 6(1), 39-66.
- [33] Al Shobaki, M. J., & Abu Naser, S. S. (2017). The Role of the Practice of Excellence Strategies in Education to Achieve Sustainable Competitive Advantage to Institutions of Higher Education-Faculty of Engineering and Information Technology at Al-Azhar University in Gaza a Model. International Journal of Digital Publication Technology, 1(2), 135-157.
- [34] Al Shobaki, M. J., & Abu Naser, S. S. (2017). Usage Degree of the Capabilities of Decision Support System in Al-Aqsa University of Gaza. International Journal of Engineering and Information Systems (IJEAIS), 1(2), 33-48.
- [35] Al Shobaki, M. J., Abu Naser, S. S., Abu Amuna, Y. M., & Al hila, A. A. (2017). Learning Organizations And Their Role In Achieving Organizational Excellence In The Palestinian Universities. International Journal of Digital Publication Technology, 2(1), 40-85.