

Promote the Practice of Global Pioneering Orientation for Employees of the University of Palestine

Nader H. Abusharekh¹, Mazen J. Al Shobaki², Samy S. Abu-Naser³, Suliman A. El Talla⁴

¹Faculty of Business and Management, University Of Palestine

²Dean of Bait Al-Mqds College for technical Science, Gaza- Palestine

³Department of Information Technology, Al-Azhar University, Gaza, Palestine.

⁴College of Intermediate Studies – Al-Azhar University – Gaza, Palestine.

¹N.sharekh@up.edu.ps, ²mazen.alshobaki@gmail.com, ³abunaser@alazhar.edu.ps, ⁴Eltallasuliman@gmail.com

Abstract: This study aims to identify the strengthening of the global entrepreneurial orientation practice for employees at the University of Palestine, where the researchers used the descriptive and analytical approach, through a questionnaire distributed to a sample of employees at the University of Palestine, where the size of the study population is (234) employees and the sample size is (117) Employees, of whom (90) employees responded. The study found a set of results, the most important of which are: that there is a good degree of global entrepreneurial orientation for employees, as the percentage reached (70.25%), and the results also showed that there are no statistically significant differences in the smart university transformation and their impact on the global entrepreneurial trend according to personal and organizational data. The study presented a set of recommendations, the most important of which are: The need to work to enhance the global entrepreneurial orientation of the university's employees.

Keywords: Entrepreneurial orientation, Universities, University of Palestine, Gaza strip, Palestine.

Introduction

Gad Al-Rab (2012) sees the extent of the necessity for contemporary organizations to adopt creative strategies, as well as to attract human capabilities capable of achieving what others do not achieve. Entrepreneurial organizations need pioneering leadership capable of creating a kind of harmony between the total knowledge they possess and technical capabilities. To reach a competitive center to reach the world of distinguished organizations. (Gad Al-Rab, 2009, P: 432) emphasized that, in all cases, the management of the organization must choose the information technology that maximizes its competitiveness in the highly complex international business environment.

Entrepreneurship in Palestine is very recent, and interest in it started a short time ago. However, it faced several challenges in terms of financing, marketing, raw materials, legislation, laws, etc. (Muhammad and Abdel-Karim, 2011). It is mainly based on small as well as medium enterprises. There are great differences between the Palestinian case and other experiences, due to the exposure of the Palestinian economy as a whole to the policies of the occupation and its coercive measures that led to the dismantling of the links between its sectors, where small and medium enterprises are an important part of them (Abu Qarn, 2015).

Therefore, based on the above, and because universities throughout the ages are the ones driving change in societies, researchers see the need to talk about establishing smart universities that form the nucleus to bring about the required change in society and transform it as a whole into a knowledge society, and this requires launching a bold initiative for a Palestinian university to be a model for smart universities. At the level of Palestine only, but at the level of the region. Where the researchers seek to study strengthening the practice of global entrepreneurship for employees at the University of Palestine.

Problem Statement

The strategic applications of information and communication technology are considered a strategic resource used to implement competitive strategies on the one hand and to achieve the goals of change that the university aspires to in light of the increasing environmental and technological complexity of contemporary business organizations on the other hand. The digital economy environment in which the contemporary organization is active today requires the use of strategies based on modern technology. For information and communication to survive in the market, by facing threats and seizing environmental opportunities in order to achieve a competitive advantage. For this reason, the researchers saw the importance of linking this strategy to the global pioneering trend that opens the doors open towards technology leadership and change leadership.

Research Questions

Accordingly, the researchers in this research will answer the following questions:

Q1-: What is the availability of global entrepreneurship orientation at the University of Palestine?

Q2-: Are there statistically significant differences at the level of significance ($0.05 \geq \alpha$) between the average responses of the respondents regarding the practice of global entrepreneurial orientation at the University of Palestine due to the following personal and organizational data: (gender, age group, academic qualification, Years of Service, job title)?

Research Objectives

The main objective of the study is to identify the enhancement of the global entrepreneurial orientation of the employees of the University of Palestine, and to achieve this goal the following sub-objectives were formulated:

1. Identify the global leadership trend and its importance in creating a smart university transformation strategy.
2. Reaching out to test the validity of the main study hypotheses and the sub hypotheses
3. Provide recommendations and suggestions that could contribute to enhancing the practice of global entrepreneurship for employees.

Research Importance

Aspects of the importance of the study can be determined from the contribution and expected addition, as follows:

▪ Scientific Importance

1. The importance of this study stems from the importance of the topic it is discussing, which is considered one of the modern topics as it deals with the practice of global pioneering orientation, which is considered an addition to the scientific library on this topic.
2. The availability of this study as a reference in libraries helps researchers to view the results of the study and its recommendations in the field of practicing global entrepreneurship.

▪ Practical Importance

1. Meet the needs of universities to benefit from the practice of global entrepreneurship.
2. The researchers hope that the results of the study will contribute to directing the attention of university officials towards the need to pay attention to enhancing the global entrepreneurial trend, which ultimately helps raise the overall performance of universities.
3. The study can help in presenting these recommendations to decision makers and officials in universities so that they can work to benefit from them in enhancing the entrepreneurial orientation of university employees.

Research hypothesis

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

H₀1: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the averages of the respondents' responses about the practice of the global entrepreneurial orientation at the University of Palestine due to the following personal and organizational data: (gender, age group, academic qualification, Years of Service, name Career).

The main hypothesis stems from the following set of sub-hypotheses:

H₀1.1: There are statistically significant differences at the level of ($\alpha \leq 0.05$) between the averages of the respondents' responses about the practice of the global entrepreneurial trend at the University of Palestine, due to the gender variable.

H₀1.2: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the average responses of the respondents practicing the global pioneering trend in the University of Palestine due to the age group variable.

H₀1.3: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the average responses of the respondents practicing the global pioneering trend at the University of Palestine, due to the scientific qualification variable.

H₀1.4: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the average responses of the respondents practicing the global entrepreneurial trend at the University of Palestine due to the variable Years Of Service.

H₀1.5: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the average responses of the respondents practicing the global pioneering trend in the University of Palestine, due to the job title variable.

Research Variables

The Independent Variable: Global Entrepreneurial Orientation.

The Following Personal and Organizational Variables: (Gender, Age Group, Educational Qualification, Years of Service, Job Title).

Research Limits and Scope

The scope of the study shall be as follows:

1. **Human Limit:** The study was conducted on academic and administrative employees at the University of Palestine in question, who responded by filling out the questionnaire.
2. **Institutional Limit:** The study was conducted on the University of Palestine, in which the respondents responded to the study tool.
3. **Spatial Limit:** The study was conducted in Gaza Strip, State of Palestine.
4. **Time Limit:** The study was conducted in the year (2020).

Research Terminology

There are many terms that were used in the study, the most important of which are:

- **Entrepreneurship:** Entrepreneurship is a process related to creating new ideas to provide distinct services and products, or a new, more efficient method of production, and it is based on the element of risk by developing an old product or introducing a new product or service (Abu Qarn, 2015). It can also be defined as the process of starting a business, and organizing the necessary resources for it, assuming the benefits and risks associated with it, (Daft. 2010).
- **Entrepreneur:** Entrepreneurs are the people who create, manage and lead their own businesses to achieve success, and are responsible for their decisions and the consequences thereof. (Al-Marri, 2013) defines an entrepreneur: as the person who has the will and ability to transform a new idea or a new invention into a successful innovation, depending on the leadership forces in different markets and industries to obtain new products and business models that contribute to industrial development and economic growth in the long term (Al-Damen & Abdulwahab, 2015).
- **The Procedural Definition Of The Entrepreneurial Trend:** a set of steps, procedures, or activities aimed at investing opportunities for creating or developing a new through the availability of a set of characteristics and requirements that meet the conditions and specifications and meet the requirements of global needs.

Literature Review

Researchers have reviewed previous studies related to the topic, which in turn increase knowledge and knowledge about the current topic of study to conclude the foundations and procedures of the study as well as answer its questions. Therefore, previous studies were reviewed from the most recent to the oldest:

- Study of (Alayoubi et al., 2020) aimed to identify the impact of the requirements of implementing strategic entrepreneurship in achieving technical innovation in Palestine Technical College- Deir al-Balah from the point of view of the employees. The researcher used the analytical descriptive method. The study community consists of all academic and administrative staff in the college. The researchers used the comprehensive inventory method. 149 questionnaires were distributed to all members of the study community. The number of questionnaires returned was (115), ie, the response rate was (77.1%). The results of the study showed a strong positive correlation between the requirements of applying strategic entrepreneurship (leadership, pioneering thinking, pioneering culture, strategic resource management) and achieving technical innovation in Palestine Technical College- Deir al-Balah from the point of view of the employees of Palestine Technical College- Deir al-Balah. It also showed a statistically significant effect between the requirements of implementing strategic entrepreneurship (pioneering culture, strategic resource management) and achieving technical innovation in Palestine Technical College- Deir al-Balah, and that the remaining variables show that their effect is weak.
- Study of (Alayoubi et al., 2020) aimed to identify the strategic leadership practices and their relation to improving the quality of educational service in the Palestinian universities in Gaza Strip. The researcher used the analytical descriptive method. The study population consists of all the supervisors working in three universities in Gaza Strip (The Islamic University, Al-Azhar University, and Al-Aqsa University). A random sample of 177 employees was selected by 50% of the study population. The researcher used the questionnaire as a data collection tool. The results of the study showed a strong and statistically significant relationship between strategic leadership practices (strategic orientation, investment of strategic capabilities and talents, development of human capital, strengthening organizational culture, emphasis on ethical practices, implementation of balanced regulatory control) and improvement of quality of educational service , Responsiveness, safety, empathy) in Palestinian universities.
- A study of (Alsolamy, 2019) that aimed to investigate the effects of Entrepreneurial Orientation (EO) and Innovation Capacity (IC) on the sustainable competitive benefits of Social Enterprises (SE) in the context of the Kingdom of Saudi Arabia. The data used to achieve this goal was collected through a questionnaire conducted on 110 participants. Analysis of data via SPSS indicated that entrepreneurship orientation positively impacts both innovation capacity and competitive advantage. Moreover, the results indicate that the ability to innovate positively affects the sustainable competitive advantage of Saudi social enterprises. In addition, the ability to innovate positively mediates the relationship between entrepreneurial orientation and sustainable competitive advantage. The results of this study can be used by managers of social enterprises to define appropriate policies to help achieve a sustainable competitive advantage, which is a goal of the Saudi Vision 2030 plan.
- The study of (Salahuddin, 2019) aimed at uncovering the potential role of entrepreneurship in enhancing the success of Zain Iraq's work in mobile communications, and presenting theoretical research on researchers' contributions to research variables, as well as a practical framework for examining the nature of the relationship and impact between each independent variable of entrepreneurship as a guide for (Innovation, anticipation, risk, competitive attack, independence) and organizational success depending on the model (Chamanski & Waago, 1999) as a dependent variable, pushing the researcher to build an indicative model for research that includes a series of main and subsidiary buildings, research sample (60) as a distributor in the organizational levels The researcher used the questionnaire data collection tool, depending on the program (SPSS) to analyze this data, the researcher found that a set of conclusions were mainly from the interest of Zain Iraq, mobile communications for the direction of entrepreneurship and the direction to this interesting return is returned to the company's interest (innovation, It appears that there are good levels of organizational success in Zain Iraq for the mobile communications research community and that these levels have emerged as a result of interest. What was demonstrated by the company (business and technology

strategy, organizational environment, top management characteristics, and relationships), and it also shows that Zain Iraq's mobile departments have been used to promote these successes and contribute to the field of IT strategy and top management characteristics.

- Study of (Owda et al., 2019) aimed to identify entrepreneurs and entrepreneurship in Gaza Strip. The researchers used the analytical descriptive approach to achieve the objectives of the study. The study community consists of 92 of the pilot projects benefiting from the three incubators in Gaza Strip (the Palestinian Information Technology Incubator, the Technology Incubator, the Business Incubator and Technology). The researchers used the comprehensive inventory method. To answer the study questions and to examine their hypotheses, the arithmetical averages, the standard deviation, the T test and the analysis of the mono-variance were used followed by a quiz test. The problem of the study in the main question: What is the reality of entrepreneurs and entrepreneurship in Gaza Strip. The study found a number of results, the most important of which are: Men are more oriented towards entrepreneurship than females. And that scientific qualification does not affect entrepreneurship. And many are looking for entrepreneurs who do not have practical experience in the labor market, but are subject to training courses through the business incubator. Based on the findings, the researchers recommend stimulating male entrepreneurship and promoting it in females. And to design training programs to refine entrepreneurial skills. And the need to add the course of entrepreneurship in the majority of university disciplines.
- A study of (Abas & Ibrahim, 2019), in which the current research sought to determine the role of the leading trend in achieving value innovation in business organizations. To achieve this goal, a number of production plants in Duhok Governorate were selected to test the research hypothesis. Regarding the nature of the data collection method, data were collected by distributing the forms to a sample of managers and heads of departments working in the production factories concerned. (35) Questionnaires were distributed, and (31) of them were valid for the analysis that was using the (SPSS) program. The research reached a number of conclusions, the most important of which were: the existence of a significant correlation between the pioneering approach and value creation, and the significant influence of the pioneering trend in creating value in the organizations that were investigated. The research presented a number of suggestions, the most important of which is to enhance awareness within the examined factories and at all levels of the importance of the pioneering approach by holding workshops and training courses, because it is necessary and important to introduce changes in the work of these factories in order to realize the value of innovation.
- Study of (Al Shobaki et al., 2018) aimed at finding out the level of Entrepreneurial creativity among Palestinian university students through a study conducted on students from different disciplines at Al-Azhar and Al-Quds Open Universities in Palestine-Gaza Strip. The sample size was 120 students, which was divided equally between the two universities. An Entrepreneurial innovation scale of (15) paragraphs and (87.50%) was recovered. The study found that there is a good level of Entrepreneurial creativity among Palestinian university students which reached 68.51%. There were no statistically significant differences due to the university variable in the Entrepreneurial creativity and there were no statistically significant differences in the Entrepreneurial creativity among Palestinian university students due to the gender variable between males and females.
- Study of (Al Shobaki et al., 2018) aimed to identify the level of promotion of entrepreneurship in the technical colleges in Palestine. The analytical descriptive method was used in the study. A questionnaire of 41 items was randomly distributed to the technical colleges in Gaza Strip. The random sample consisted of (275) employees from the mentioned colleges, and the response rate were (74.5%). The results of the study showed that the technical colleges achieved a high level of promotion of entrepreneurship with a relative weight of 73.45%. The results of the study showed that there is a high level of promotion of entrepreneurship (risk, preparedness, proactive competition, innovation orientation) in the technical colleges in Gaza Strip. The field of competition came in first place with a relative weight of 76.65%. In the second place came the field (the trend towards innovation) and relative weight (74.96%). In the third place came the field of pre-emptive preparedness with a relative weight of 74.07%. In the fourth and last place came the field of risk and a relative weight of 68.39%. The results confirmed that there are statistically significant differences in the promotion of entrepreneurship in the technical colleges in Gaza Strip due to the college variable in favor of UCAS. The results confirmed that there is no statistically significant relationship in the promotion of entrepreneurship in technical colleges in Gaza Strip due to the variable level of employment
- A study of (Abu Samra, 2018) aimed at identifying the role of entrepreneurial characteristics in improving the level of institutional performance in the private Palestinian universities operating in Gaza Strip. The sample size was (155) of the administrative and academic employees in private Palestinian universities in Gaza Strip, whose number is (259). The study followed the descriptive and analytical approach, and the questionnaire was used as a tool to collect data. Among the most prominent results of the study were: the high level of entrepreneurial characteristics among employees in private Palestinian universities, and the existence of a statistically significant relationship between the entrepreneurial characteristics of employees in private Palestinian universities and the improvement of the level of institutional performance.
- Study of (Abu Naser et al., 2017) aimed to identify the technical education and its role in promoting entrepreneurship in Gaza Strip. The analytical descriptive method was used in the study. A questionnaire was composed of (41) items and distributed randomly by the technical colleges in Gaza Strip using stratified random sample of (275) employees from the mentioned colleges, and the response rate was (74.5%). The results showed a high degree of approval for the dimensions of technical

education with a relative weight of 76.07%. The ranking and relative weights were as follows: Technical education institutions: 79.51%, graduates of technical education 75.75% Labor market and local community 72.96%. The results of the study showed that the technical colleges achieved a high level of promotion of entrepreneurship with a relative weight of 73.45%. Where the ranking and relative weights were as follows: competitive assault (76.65%), creative orientation (74.96%), preparedness (74.07%) and risk (68.39%). The results also confirmed a statistically significant relationship between the dimensions of technical education and the promotion of entrepreneurship in technical colleges in Gaza Strip. The results also confirmed a statistically significant impact of technical education on the promotion of entrepreneurship in the technical colleges in Gaza Strip.

- The study of (Mohsen and Ali, 2017), which aimed to diagnose and explain the nature of the links between the pioneering orientation on leadership and institutional excellence, and the choice of this research in the education sector, represented by 12 colleges at the University of Baghdad. A question as well as the method of the interview to support the results of the questionnaire and to achieve the greatest degree of realism in collecting information, uses the research program (spss) in the statistical analysis of the data. The research came out with a set of conclusions that were the most important and there is a significant correlation between the leadership of the entrepreneurial orientation and organizational excellence, as well as the existence of a relationship effect, as leadership directing leadership is important in excellence.

Commentary on Previous Studies

By informing researchers of previous studies, it was noticed that the topic of global entrepreneurship has received the attention of researchers widely, but in light of the shifts and changes in all fields, their criteria for judging matters differed, and this is what the study sought to research, as it is clear from previous studies that they agree in dealing with the subject of the study, but it varies between them through a link with other dimensions and variables, as most of the previous studies aimed to address the strategy of smart university transformation from different angles, while other studies focused on shedding light on the global entrepreneurial trend, which most of these studies did not address. . The current study is similar to previous studies in that it used the questionnaire as a research tool, but it differed from it in the variables and population of the study.

Areas of Benefit from Previous Studies:

1. That previous studies, in addition to the researchers 'experience in the nature of universities' work, helped researchers in determining the topic of this research and the manifestations of the research problem.
2. Formulating the study methodology.
3. Determine the main and sub-variables of the research and the extent of the relationship between them.
4. Contribute to building some pillars of the theoretical framework of the research.
5. Choose the study methodology and the statistical methods used in these studies, and how the data were analyzed in these studies.
6. Determining the appropriate size of the study sample after reviewing the size of the samples approved in these studies, which will facilitate reaching important conclusions and recommendations in the current study.
7. Knowing the methods of validity and reliability used in these studies, which enables the identification of appropriate methods for the study variables?

Theoretical Framework

Smart systems have become a feature of this era and its greatest productions, as they are present in most of the facilities and systems that we use, such as smart buildings, smart cities, smart devices, and the smart web ... etc., and in view of the great changes that these systems have brought about in every area of society and the way of thinking of its members, We can call the era in which we live the smart era. The concept of smart has been expanded from small devices and companies to large smart environments and spaces that represent society, entire cities and all their institutions, and from these spaces are smart universities. In the theoretical framework of the research, researchers deal with the importance of the global entrepreneurial trend in today's world, and the rapid change and intense competition it is witnessing. The research is also exposed to the most important activities that are applied to reach the goals.

Global Entrepreneurial Orientation

Entrepreneurship is a phenomenon that is not new. Rather, it is an old, renewed phenomenon that has existed with the existence of human civilizations, but researchers and writers have differed opinions about the concept of entrepreneurship, so each one of them has his vision according to the science he studies, until the term entrepreneurship has spread widely in the business world in recent decades, and it has become It means taking precedence in a field, and perhaps the oldest definitions of entrepreneurship came in the sense of risk, for it is an old term used for the first time in the French language at the beginning of the sixteenth century, and it meant bearing the difficulties that accompanied the military expeditions. The credit for developing a broad definition of the concept of entrepreneurship is attributed to the two economists "Joseph Schumpeter" and "Frank Knight" who defined entrepreneurship as "the process of inventing and developing new methods and methods of exploiting commercial opportunities" (Al-Dughaisheem, 2014).

Al-Shumaimari and Al-Mubeirik (2016) define entrepreneurship as an activity that focuses on creating freelance work and provides added economic value, and is characterized by a kind of calculated risk. While (Al-Najjar and Al-Ali, 2010) defined it as the process of creating something new of value, allocating time, effort, and money needed for the project, taking the associated risks, and receiving the resulting reward. He (Hamed and Rashid, 2007) regarded them as economic activities that involve something of risk and adventure. Both (Al-Amiri and Al-Ghalbi, 2008) indicated that it is a set of characteristics related to starting, planning and organizing businesses, risk tolerance and creativity in managing them.

The Importance of Pioneering

The importance of the entrepreneurial trend lies in the existence of a direct relationship between the entrepreneurial activities and the economic growth of the countries to which the Global Entrepreneurship Monitor referred, as leadership was considered important in contemporary societies due to its positive effects, according to what it mentioned (Al-Marri, 2013), which are as follows:

1. **Independence:** where entrepreneurship allows entrepreneurs to be independent and achieve their goals.
2. **An Opportunity for Excellence:** Entrepreneurship allows to achieve distinct goals that are different from others.
3. **Achieving Ambitions:** where entrepreneurs find pleasure in their businesses and investments by expressing their hobbies, and they know well that the limits of their success are their creativity, enthusiasm, and their insightful vision, and owning investments gives them a sense of strength and empowerment.
4. **The Opportunity to Make a Profit:** The profits achieved by the entrepreneurial projects are one of the most important motives for the establishment of these projects. Most entrepreneurs do not hope to join the high social classes as much as they dream of achieving new wealth.
5. **An Opportunity To Contribute To Society,** where entrepreneurs enjoy trust and respect in their communities, by practicing social responsibility for projects or organizations, and they also enjoy the love, appreciation and confidence of customers who have provided them with products and services that have met their satisfaction and admiration, in addition to the importance of small and medium entrepreneurship projects in local investment and their positive implications on National economy.
6. **Providing New Job Opportunities:** through the projects implemented by the entrepreneurs, whether large, medium or small, in various business fields that include industries, services, etc., in the society in which they live, which makes them provide job opportunities for thousands of employees through real productive job opportunities.

The researchers conclude from the above-mentioned about the importance of orientation towards entrepreneurship, as it is a phenomenon whose importance lies and increases with the passage of time and its progress, and the accompanying difficulties and speed of change at all levels, but it has become the most effective strategy that enables entrepreneurs to achieve their aspirations for survival, growth and continuity, by increasing their capacity. To compete through creativity and innovation in introducing new services and products, and finding new markets.

Methodology and Procedures:

First: Methodology Of The Study: The study used the descriptive and analytical approach that relies on description, analysis and comparison with the aim of describing what is an object, and its interpretation by shedding light on the problem of the study to be investigated and understanding its conditions, and collecting information that increases the clarification of the circumstances surrounding the problem. The researchers used two primary sources of information:

1. **Secondary Sources:** Where the researchers turned in addressing the theoretical framework of the study to secondary data sources, which are the relevant Arabic and foreign books and references, periodicals, articles and reports, and previous research and studies that dealt with the subject of the study, and research and reading in various websites on the Internet.
2. **Primary Sources:** To address the analytical aspects of the subject of the study, researchers resorted to collecting primary data through a questionnaire as a main tool for the study, designed specifically for this purpose.

Second: The Study Community: The study community is defined as all the vocabulary of the phenomenon that the researcher studies, and based on the study problem and its objectives, the study population is represented by the employees of the University of Palestine in Gaza Strip, whose number is (234) employees (Personnel Affairs University of Palestine, 2020).

Third: The Study Sample: The simple random sampling method was used to collect data by distributing the questionnaire to (50%) of the employees, ie (117) employees, of whom (90) employees responded, or (77%). The following table shows the distribution of respondents according to the study variables:

Table 1: Distribution of respondents according to the variables of Gender, Age Group, Educational Qualification, Years of Service, Job Title,

Gender	Male		Female		Total
	71		19		
Age Group	Less than 30 years old	30 - less than 40 years old	40- Less than 50 years old	50 years or more	90
	26	22	32	10	
Qualification	PhD		M.A.		90
		Bachelor's degree or less			

	38		25		7527		
Years Of Service	Less than 5 years	5- Less than 10 years old	10 - less than 15 years old	15 years and over		90	
	40	21	20	9			
Job Title	Academic			Administrative			90
	62			28			

Study Tool: A questionnaire was prepared on “Promoting the practice of the global entrepreneurial orientation for employees of the University of Palestine”, as it consists of two main sections:

The First Section: It is the personal and organizational data of the respondents (Gender, Age Group, Educational Qualification, Years of Service, and Job Title).

Section Two: Global Entrepreneurial Orientation Scale

The scale consists of (20) items that measure the global entrepreneurial trend

Correction of The Scale: Each paragraph is answered according to a five-point scale consisting of alternatives: strongly agree, agree, neutral, disagree, strongly disagree, and this scale has been given the following grades respectively (5, 4, 3, 2, 1).

The Second Stage: The Legalization Stage: It included a validity and consistency account for the test.

- Referees' Validity:** The scale was presented in its current form to a number of specialized referees, including business administration professors, in order to identify the suitability of the questionnaire phrases and their representation of the aspects included in them, and the scale was modified based on the observations provided.
- The Validation Of The Construct, Using The Internal Consistency Method:** the scale was applied to a survey sample of (32) members of the original community for the study, and the correlation coefficients for each paragraph were calculated in the domain to which they belong, as well as the correlation coefficients between the domains with each other, and all the paragraphs obtained a significant level 0.05 This indicates that the scale has a high degree of validity for internal consistency.

Results of the internal consistency of the scale

Table 2: The correlation coefficient between each paragraph of each dimension and the overall degree of the dimension

Paragraph	R	Sig.	Paragraph	R	Sig.	Paragraph	R	Sig.	Paragraph	R	Sig.
Global Entrepreneurial Orientation											
1	0.884	0.000	6	0.868	0.000	11	0.718	0.000	16	0.724	0.000
2	0.775	0.000	7	0.883	0.000	12	0.809	0.000	17	0.827	0.000
3	0.784	0.000	8	0.829	0.000	13	0.821	0.000	18	0.840	0.000
4	0.762	0.000	9	0.783	0.000	14	0.784	0.000	19	0.773	0.000
5	0.850	0.000	10	0.730	0.000	15	0.886	0.000	20	0.414	0.020

Stability of Scale: The researchers verified the stability of the scale on a pilot sample of 32 individuals. The stability of the scale was calculated using the two half-segmentation methods and Cronbach's Alpha.

The correlation coefficient was calculated between the total of the paired expressions and the total of the individual statements for the test and its ranges, and by using the Spearman Brown equation, the overall reliability coefficient was (0.964), and the reliability coefficients were all high, indicating that the scale has a high degree of stability. The reliability coefficient of the Cronbach alpha was also calculated, and the overall scale stability coefficient was (0.967), which is a significant and high reliability coefficient, and the reliability was calculated by the Cronbach alpha method for all areas of the scale and the following table illustrates this:

Table 3: The scale stability coefficient by the half-segmentation method and Cronbach Alpha

Dimensions	Number of paragraph	Correlation Coefficient before Adjustment	Correlation Coefficient after Adjustment	Coefficients of Alpha Cronbach	Indication Level
Global Entrepreneurial Orientation	20	0.930	0.964	0.967	0.01

It is evident from the previous table that the reliability coefficients are all statistically significant, confirming the validity of the scale for application. Thus, the researchers have made sure of the validity and reliability of the study tool, which makes them fully confident of the validity of the questionnaire and its validity to analyze the results, answer the study questions and test its hypotheses.

Analyzing Data, Testing And Discussing Hypotheses of the Study

Test Hypotheses of the Study

The statistical description of the study sample according to personal and organizational data

The following is a review of the characteristics of the study sample according to personal and organizational data

Table 4: Distribution of the study sample according to personal and organizational data

Personal And Organizational Data		The Number	Percentage%
Gender	Male	71	78.9
	Female	19	21.1
Total		90	100.0
Age Group	Less than 30 years old	26	28.9
	30 - less than 40 years old	22	24.4
	40- Less than 50 years old	31	35.6
	50 years or more	10	11.1
Total		90	100.0
Qualification	PhD	38	42.2
	M.A.	25	27.8
	Bachelor's degree or less	27	30.0
Total		90	100.0
Years Of Service	Less than 5 years	40	44.4
	5- Less than 10 years old	21	23.3
	10 - less than 15 years old	20	22.3
	15 years and over	9	10.0
Total		90	100.0
Job Title	Academic	62	68.9
	Administrative	28	31.1
Total		90	100.0

It is evident from the previous table that 78.1% of the study sample is male, while 21.1% are females, and this is proportional to the percentage of males employed in the University of Palestine in particular and Palestinian universities in general. And 28.9% of the study sample is under the age of 30 years, while we find that 24.4% of those under the age of 40 years, and this reflects the fact that the university is relatively young and recently established, and the rest of the percentage is from the older age group. It is clear that 42.2% of the study sample are doctoral degree holders, while 27.8% of master's degree holders and 30.0% of bachelor's degree holders or less, and this is consistent with the nature of work of academic institutions and their need for holders of higher qualifications. And 67.7% of the study sample is of those with service less than 10 years. This is in agreement with the university as a young and developing university, while 17.9% of them are attracting new competencies, and the remaining percentage are those with the largest Years of Service. It is also clear from the previous table that 68.9% of the study sample is from the academic staff, while 31.1% from the administrative staff, and this reflects the nature of the cadre distribution at the university.

The criterion adopted in the study (Ozen et al., 2012)

Table 5: clarifies the criterion adopted in the study

SMA	Relative Weight	Degree Of Approval
From 1.79 - 1	From 35.9% -20%	Strongly Disagree
From 2.59 - 1.80	From 51.99% -36%	Disagree
From 3.39 - 2.60	From 67.99% -52%	Medium (neutral)
From 4.19 - 3.40	From 83.99% -68%	Agree
From 4.20 - 5	From 100% - 84%	Strongly Agree

To interpret the results of the study and judge the level of response, the researchers relied on arranging the arithmetic averages at the level of the fields of the questionnaire and the level of the paragraphs in each field. The researchers determined the degree of approval according to the criterion adopted for the study.

The answer to the study question, which states:

Q1-: What is the availability of global entrepreneurship orientation at the University of Palestine?

To answer the question, the mean, standard deviation, relative weight and order were used to find the degree of agreement. The results are shown in the following table:

Table 6: The arithmetic mean, standard deviation, relative weight, and ranking for each of the "global entrepreneurial orientation" paragraphs

#	Paragraph	SMA	Standard Deviation	Relative Weight	Rank	Degree Of Approval
1.	The university makes renewal by reformulating or making new ideas that come from something new.	3.3556	0.89079	67.11%	19	Medium
2.	The university arrives at a solution to a problem or a new idea and applies it.	3.6333	0.92954	72.67%	4	Agree
3.	The university promotes a new idea related to technology and affects the universities' pioneering work.	3.7727	0.84046	75.45%	2	Agree
4.	The university takes the risk of introducing new creative ideas through innovative scientific research.	3.2889	0.93909	65.78%	20	Medium
5.	The university offers new methods, be it technology or new ideas.	3.4382	0.96478	68.76%	13	Agree
6.	The university promotes participation in solving future problems and the needs and changes that may occur.	3.4889	0.85123	69.78%	7	Agree
7.	The university works to develop and expand the competitive advantage in entrepreneurial work.	3.4667	0.87666	69.33%	12	Agree
8.	The university promotes management success, growth and long-term viability.	3.4333	0.96045	68.67%	14	Agree
9.	The university develops its work by communicating with the latest achievements.	3.5506	0.89203	71.01%	6	Agree
10.	The university offers an opportunity to contact the most recent peer-reviewed journals.	3.4778	0.85101	69.56%	9	Agree
11.	The university is considered one of the most important platforms for developing research and entrepreneurial work.	3.4205	0.88046	68.41%	16	Agree
12.	The university increases the capacity for innovation and modernization in the field of scientific research.	3.4889	0.90249	69.78%	8	Agree
13.	The university stimulates auditing and taking into account the scientific and research principles in publishing.	3.4222	0.94783	68.44%	15	Agree
14.	The university adopts uniqueness of resources and competitiveness.	3.3889	0.96796	67.78%	18	Medium
15.	The university responds quickly to sustainable long-term competitive advantage.	3.4773	0.99397	69.55%	11	Agree
16.	The university makes renewal by reformulating or making new ideas that come from something new.	3.5698	0.92724	71.40%	5	Agree
17.	The university arrives at a solution to a problem or a new idea and applies it.	3.4111	0.79173	68.22%	17	Agree
18.	The university promotes a new idea related to technology and influences the universities' pioneering work.	3.6889	0.86951	73.78%	3	Agree
19.	The university takes the risk of introducing new creative ideas through innovative scientific research.	3.4778	1.04104	69.56%	10	Agree
20.	The university offers new methods, be it technology or new ideas.	4.0222	1.03834	80.44%	1	Agree
Total Marks		3.5125	0.70610	70.25%		Agree

From the previous table, the following can be drawn:

- The arithmetic mean of the twentieth paragraph "The university introduces new methods, whether technological or new ideas" equals 4.02 (total score out of 5), meaning that the relative weight is 80.44%, and this means that there is high approval by the sample members for this paragraph.
- The arithmetic mean of the fourth paragraph, "The University takes the risk in proposing new creative ideas through innovative scientific research" is equal to 3.29, meaning that the relative weight is 65.78%, and this means that there is an average approval by the sample members for this paragraph.

In general, it can be said that the arithmetic mean of creativity "equals 3.51, meaning that the relative weight is 70.25%, and this means that there is high approval by the sample members for the items of the global entrepreneurial orientation scale.

The researchers attribute this to the fact that the University of Palestine introduces new methods, whether technological or new ideas, promotes a new idea related to technology and affects the pioneering work of universities, and promotes a new idea related to technology and affects the universities' pioneering work. The University of Palestine arrives at a solution to a problem or a new idea and applies it. Where you innovate by reshaping or making new ideas that come from something new. The University of Palestine develops its work by communicating with the latest achievements. And it enhances participation in solving future problems and the needs and changes that may occur, as the University of Palestine increases the capacity for innovation and modernization in the field of scientific research. It provides the opportunity to contact the most recent peer-reviewed journals. The University of Palestine is taking the risk of introducing new creative ideas through innovative scientific research, and responding quickly to the sustainability of the competitive advantage in the long term. Achieving administrative success, growth and long-term survival, as we find that the University of Palestine stimulates scrutiny and taking into account the scientific and research principles in publishing, as it is considered one of the most important platforms for the development of research and pioneering work. In resources and merit in competition, where you innovate by reshaping or making new ideas that come from something new, and you take the risk of introducing new creative ideas through innovative scientific research.

These results are in agreement with some studies such as (Felix Mndenyi Mwawasi, 2014), which showed that rapid innovation in technology represents a challenge to identifying the continuous new skills needed by leaders, and the study (Alayoubi et al., 2020), whose results showed a strong positive relationship between the requirements of application Strategic Entrepreneurship (leadership, pioneering thinking, pioneering culture, strategic resource management) and achieving innovation, and the study (Alsolamy, 2019), whose results indicate that the ability to innovate positively mediates the relationship between entrepreneurial orientation and sustainable competitive advantage, and a study (Abas & Ibrahim, 2019) The research reached a number of conclusions, the most important of which were: The existence of a significant correlation between the pioneering approach and value creation, and the significant impact of the pioneering trend in creating value in the organizations that were investigated. And the study (Abu Samra, 2018), which emphasized the high level of entrepreneurial characteristics among employees in private Palestinian universities, and the existence of a statistically significant relationship between the entrepreneurial characteristics of employees in private Palestinian universities and improving the level of institutional performance. And the study (Mohsen and Ali, 2017), which showed that there is a significant correlation between the leadership of the entrepreneurial direction and the organizational excellence, as well as the existence of an influence of the relationship, as leadership directing leadership is important in excellence.

Test Hypotheses of the Study

H0₁: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the averages of the respondents' responses about the practice of the global entrepreneurial orientation at the University of Palestine due to the following personal and organizational data: (gender, age group, academic qualification, Years of Service, name Career).

The main hypothesis stems from the following set of sub-hypotheses:

H0_{1.1}: There are statistically significant differences at the level of ($\alpha \leq 0.05$) between the averages of the respondents' responses about the practice of the global entrepreneurial trend at the University of Palestine, due to the gender variable.

To verify the validity of the hypothesis, the differences between the averages of the sample members according to the gender variable were calculated using the (T) test, and the following table explains that:

Table 7: means, standard deviations, and the value of "t" due to the gender variable

Domains	Gender	The Number	The Average	Standard Deviation	T Value	Significance Level	Indication
Total Score For Global Entrepreneurship	Male	71	3.5320	0.59461	0.506	0.614	Not Sig.
	Female	19	3.4393	1.04072			

The previous table indicates that there are no statistically significant differences in the practice of smart university transformation at the University of Palestine due to the gender variable.

The researchers attribute that to the fact that the University of Palestine employs qualified academics, so the criterion for employment to work within the university is the university's need for the incumbent, regardless of the social type.

This result differs with the study (Owda, et, al., 2019), which confirmed that males are more inclined towards entrepreneurship than females.

H0_{1.2}: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the average responses of the respondents practicing the global pioneering trend in the University of Palestine due to the age group variable.

To test this hypothesis, the "one-way contrast" test was used, and the following table illustrates that.

Table 8: Results of the "single-factor variance" test for the variable of the age group

Domains	Source	Sum of Squares	Degrees Of Freedom	Average of Squares	F Value	Indication Level
Total Score for Global Entrepreneurship	Between groups	1.313	3	.438	.874	.458
	Within groups	43.061	86	.501		
	Total	44.374	89			

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

It was found that the probability value (Sig.) Corresponding to the "one-way variance" test is higher than the significance level of 0.05 for the global entrepreneurial trend. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates attributable to the age group variable.

The researchers attribute this to the fact that employees at the University of Palestine possess scientific qualifications and academic abilities regardless of their age group, so you find them keen to pursue all the sciences and skills that would develop their abilities and knowledge.

H0_{1.3}: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the average responses of the respondents practicing the global pioneering trend at the University of Palestine, due to the scientific qualification variable.

To test this hypothesis, the "one-way contrast" test was used, and the following table illustrates that.

Table 9: Results of the "one-size-fits-all" test for the level of academic qualification variable

Domains	Source	Sum of Squares	Degrees Of Freedom	Average of Squares	F Value	Indication Level
Total Score for Global Entrepreneurship	Between groups	1.288	2	.644	1.301	.278
	Within groups	43.085	87	.495		
	Total	44.374	89			

It was found that the probability value (Sig.) Corresponding to the test of "unilateral variance" is higher than the significance level of 0.05 for the global entrepreneurial trend. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates attributable to scientific qualification.

The researchers attribute this to the fact that employees in Palestinian universities, especially the University of Palestine, are those who hold at least a first-degree degree to be qualified to work within the university's walls.

H0_{1.4}: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the average responses of the respondents practicing the global entrepreneurial trend at the University of Palestine due to the variable Years of Service.

To test this hypothesis, the "one-way contrast" test was used, and the following table illustrates that.

Table 10: Results of the "unilateral variance" test - for the variable number of years of service

Domains	Source	Sum of Squares	Degrees Of Freedom	Average of Squares	F Value	Indication Level
Total Score for Global Entrepreneurship	Between groups	1.054	3	.351	.698	.556
	Within groups	43.319	86	.504		
	Total	44.374	89			

It was found that the probability value (Sig.) Corresponding to the "one-way variance" test is higher than the significance level of 0.05 for the global entrepreneurial trend. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates attributable to the variable Years of Service.

The researchers attribute this to the fact that the University of Palestine is a modern and youthful university that relies in its work on a cadre of the young generation who is qualified and holds the highest academic degrees in addition to having some academic experience, as these young employees are those with abilities and inclination towards technology and towards modernity more than those who spent years Long in the academic corps.

H0_{1.5}: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the average responses of the respondents practicing the global pioneering trend in the University of Palestine, due to the job title variable.

To verify the validity of the hypothesis, the differences between the averages of the sample members according to the job title variable were calculated using the (T) test. The following table explains that:

Table 11: means, standard deviations, and "t" value attributed to the job title variable

Domains	Job Title	The Number	The Average	Standard Deviation	T Value	Indication Level	Indication
Total Score for Global Entrepreneurship	Academic	62	3.5651	.57455	1.053	0.295	Not Sig.
	Administrative	28	3.3959	.93660			

The previous table indicates that there are no statistically significant differences in the scale dimensions due to the job title variable in the global entrepreneurial trend, and thus it can be concluded that there are no statistically significant differences between the averages of the study sample estimates attributable to the job title variable.

Researchers believe that this is logical and natural, as academics are always keen to follow up all new science and knowledge so that they transfer that knowledge to their students, unlike administrators who enjoy constant office administrative work that does not require them to have permanent knowledge development such as academics.

Conclusion and Recommendations

Conclusions

Through statistical analysis of the study questions and hypotheses, the study reached the following results:

- The presence of a high level of global entrepreneurship in the University of Palestine, where the percentage is (70.25%).
- The absence of statistically significant differences in the smart university transformation and its impact on the global entrepreneurial trend according to personal and organizational data.

Recommendations

In light of the findings of the results, the study came up with a set of recommendations, as follows:

- Work to enhance the global entrepreneurial orientation of employees in universities and institutions by spreading the culture of entrepreneurship by promoting creativity and innovation, training, workshops, attracting experts, presenting the experiences of successful countries, and using global electronic universities.
- The university will promote smart classrooms, and smart education management system.
- Interest in holding international conferences that contribute to networking between financiers and entrepreneurs, cooperating with international universities to work to help entrepreneurs implement their projects through advice and consultations, and working to build a network of entrepreneurs from institutions that benefit from the services they provide.

References

- [1] Abu Amuna, Y. M., et al. (2017). "Understanding Critical Variables for Customer Relationship Management in Higher Education Institution from Employees Perspective." *International Journal of Information Technology and Electrical Engineering* 6(1): 10-16.
- [2] Abu Naser, S. S. and M. J. Al Shobaki (2016). The Impact of Management Requirements and Operations of Computerized Management Information Systems to Improve Performance (Practical Study on the employees of the company of Gaza Electricity Distribution). First Scientific Conference for Community Development.
- [3] Abu Naser, S. S., et al. (2017). Technical Education and its Role in Promoting Entrepreneurship in the Gaza Strip. Second Scientific Conference on Sustainability and enhancing the creative environment of the technical sector Palestine Technical College - Deir Al Balah 6-7 December 2017.
- [4] Abusharekh, N. H., et al. (2019). "Knowledge Management Processes and Their Role in Achieving Competitive Advantage at Al-Quds Open University." *International Journal of Academic Accounting, Finance & Management Research (JAAFMR)* 3(9): 1-18.
- [5] Abusharekh, N. H., et al. (2020). "The Impact of Modern Strategic Planning on Smart Infrastructure in Universities." *International Journal of Academic Management Science Research (IJAMSR)* 4(8): 146-157.
- [6] Ahmad, H. R., et al. (2018). "Information Technology Role in Determining Communication Style Prevalent Among Al-Azhar University Administrative Staff." *International Journal of Information Technology and Electrical Engineering* 7(4): 21-43.
- [7] Ahmad, H. R., et al. (2019). "Computerized Management Information Systems and Their Impact on the Job Performance of Employees at Palestinian Cellular Communications Company (Jawwal)." *International Journal of Academic Information Systems Research (JAISR)* 3(9): 7-22.
- [8] Ahmad, H. R., et al. (2020). "The Reality of Applying Recruitment Criteria for Coastal Municipalities Water Utility Company." *International Journal of Academic Information Systems Research (JAISR)* 4(3): 31-52.
- [9] Ahmed, A. A., et al. (2018). "The Impact of Information Technology Used on the Nature of Administrators Work at Al-Azhar University in Gaza." *International Journal of Academic Information Systems Research (JAISR)* 2(6): 1-20.
- [10] Al Hila, A. A., et al. (2018). "The Effectiveness of a Website to Improve the Effectiveness of Time Management for Employees in the Beauty Dental Clinic." *International Journal of Academic Information Systems Research (JAISR)* 2(5): 23-52.
- [11] Al Hila, A., et al. (2017). "The Reality of the Effectiveness of Time Management from the Perspective of the Employees of the Beauty Clinic of Dentistry." *International Journal of Engineering and Information Systems (IJEIS)* 1(6): 136157.
- [12] Al Shobaki, M. J. and S. S. Abu Naser (2016). "The reality of modern methods applied in process of performance assessments of employees in the municipalities in Gaza Strip." *International Journal of Advanced Scientific Research* 1(7): 14-23.
- [13] Al Shobaki, M. J. and S. S. Abu-Naser (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.
- [14] Al Shobaki, M. J., et al. (2018). "The Entrepreneurial Creativity Reality among Palestinian Universities Students." *International Journal of Academic Management Science Research (IJAMSR)* 2(3): 1-13.
- [15] Al Shobaki, M. J., et al. (2018). "The Level of Promotion of Entrepreneurship in Technical Colleges in Palestine." *International Journal of Engineering and Information Systems (IJEIS)* 2(1): 168-189.
- [16] Alayoubi, M. M., et al. (2020). "Requirements for Applying the Strategic Entrepreneurship as an Entry Point to Enhance Technical Innovation: Case Study-Palestine Technical College-Deir al-Balah." *International Journal of Business and Management Innovation (IJBMI)* 9(3): 1-17.
- [17] Alayoubi, M. M., et al. (2020). "Strategic Leadership Practices and their Relationship to Improving the Quality of Educational Service in Palestinian Universities." *International Journal of Business Marketing and Management (IJBM)* 5(3): 11-26.
- [18] AlFerjany, A. A. M., et al. (2018). "The Relationship between Correcting Deviations in Measuring Performance and Achieving the Objectives of Control-The Islamic University as a Model." *International Journal of Engineering and Information Systems (IJEIS)* 2(1): 74-89.
- [19] Al-Habil, W. I., et al. (2017). "The Impact of the Quality of Banking Services on Improving the Marketing Performance of Banks in Gaza Governorates from the Point of View of Their Employees." *International Journal of Engineering and Information Systems (IJEIS)* 1(7): 197-217.
- [20] Almasri, A., et al. (2018). "The Organizational Structure and its Role in Applying the Information Technology Used In the Palestinian Universities-Comparative Study between Al-Azhar and the Islamic Universities." *International Journal of Academic and Applied Research (IJAAAR)* 2(6): 1-22.
- [21] Alshaer, I. M. A., et al. (2017). "Governance of Public Universities and Their Role in Promoting Partnership with Non-Governmental Institutions." *International Journal of Engineering and Information Systems (IJEIS)* 1(9): 214-238.
- [22] Amuna, Y. M. A., et al. (2019). "Fintech: Creative Innovation for Entrepreneurs." *International Journal of Academic Accounting, Finance & Management Research (JAAFMR)* 3(3): 8-15.
- [23] Arqawi, S. M., et al. (2018). "Obstacles to the Application of Knowledge Management from the Point of View of the Employees at the Technical University of Palestine (Kadoorei)." *International Journal of Academic Information Systems Research (JAISR)* 2(9): 1-6.
- [24] Arqawi, S. M., et al. (2019). "Strategic Orientation and Its Relation to the Development of the Pharmaceutical Industry for Companies Operating in the Field of Medicine in Palestine." *International Journal of Academic Management Science Research (IJAMSR)* 3(1): 61-70.
- [25] Arqawi, S., et al. (2019). "Green Human Resource Management Practices Among Palestinian Manufacturing Firms-An Exploratory Study." *Journal of Resources Development and Management* 59:1-8 (2019) 59: 1-8.
- [26] El Talla, S. A., et al. (2018). "Crowdfunding Role in Boosting the Entrepreneurial Creativity of University Students." *International Journal of Academic Management Science Research (IJAMSR)* 2(4): 1-12.
- [27] FarajAllah, A. M., et al. (2018). "The Nature of Work and Its Relation to the Type of Communication among Employees in Palestinian Universities-A Comparative Study between Al-Azhar and Al-Aqsa Universities." *International Journal of Academic Multidisciplinary Research (IJAMR)* 2(6): 10-29.
- [28] FarajAllah, A. M., et al. (2018). "The Reality of Adopting the Strategic Orientation in the Palestinian Industrial Companies." *International Journal of Academic Management Science Research (IJAMSR)* 2(9): 50-60.
- [29] Msallam, A. A., et al. (2018). "The Level of Creativity of Jawwal from Its Employees Point of View." *International Journal of Academic Information Systems Research (JAISR)* 2(10): 22-35.
- [30] Msallam, A. A., et al. (2019). "Computerized Management Information Systems and Its Relationship to Improving the Job Performance of the Employees of the Palestinian Cellular Telecommunications Company-Jawwal." *International Journal of Academic Information Systems Research (JAISR)* 3(1): 15-29.
- [31] Msallam, A. A., et al. (2019). "The Reality of the Employees Performance in the Palestinian Cellular Telecommunications Company (Jawwal)." *International Journal of Academic Accounting, Finance & Management Research (JAAFMR)* 2(12): 9-19.
- [32] Owda, M. O., et al. (2019). "Entrepreneurs and Entrepreneurship in Gaza Strip between Reality and Ambition." *International Journal of Academic Management Science Research (IJAMSR)* 3(8): 1-12.
- [33] Owda, M. O., et al. (2019). "Personal Variables and Their Impact on Promoting Job Creation in Gaza Strip through Business Incubators." *International Journal of Academic Accounting, Finance and Management Research (JAAFMR)* 3(8): 65-77.
- [34] Salahuddin, Ahmad Diaa (2019). The role of pioneering orientation as a tool to achieve the organizational success of Zain Iraq for Mobile Communications, Anbar University Journal of Economic and Management Sciences, Anbar University, Volume 11, Issue 24, pp: 200-135.
- [35] Salama, A. A., et al. (2017). "The Relationship between Performance Standards and Achieving the Objectives of Supervision at the Islamic University in Gaza." *International Journal of Engineering and Information Systems (IJEIS)* 1(10): 89-101.
- [36] Salama, A. A., et al. (2018). "The Role of Administrative Procedures and Regulations in Enhancing the Performance of The Educational Institutions-The Islamic University in Gaza is A Model." *International Journal of Academic Multidisciplinary Research (IJAMR)* 2(2): 14-27.
- [37] Salim, S. S. A., et al. (2018). "The Dimensions of the Lean Management of Jawwal between Theory and Practice." *International Journal of Academic Management Science Research (IJAMSR)* 2(10): 52-65.
- [38] Salim, S. S. A., et al. (2018). "The Role of the Lean Management in Promoting the Creativity of Jawwal from the Point of View of Its Employees." *International Journal of Academic Information Systems Research (JAISR)* 2(11): 15-33.
- [39] Shamia, M. J., et al. (2018). "Using the Asian Knowledge Model "APO" as a Determinant for Performance Excellence in Universities-Empirical Study at Al-Azhar University-Gaza." *International Journal of Information Technology and Electrical Engineering* 7(1): 1-19.
- [40] Shehada, R. Y., et al. (2020). "Impact of Community Development and Entrepreneurs on Improving the Performance of Business Incubators." *International Journal of Academic Management Science Research (IJAMSR)* 4(5): 47-70.
- [41] Shehada, R. Y., et al. (2020). "Learning and Business Incubation Processes and Their Impact on Improving the Performance of Business Incubators." *International Journal of Academic Multidisciplinary Research (IJAMR)* 4(5): 120-144.
- [42] Shehada, R. Y., et al. (2020). "Performance Improvement and Its Impact on the Application of the Balanced Scorecard in Business Incubators." *International Journal of Academic Management Science Research (IJAMSR)* 4(6): 101-131.
- [43] Shehada, R. Y., et al. (2020). "Reality of Improving Performance of Business Incubators." *International Journal of Academic Management Science Research (IJAMSR)* 4(3): 34-51.
- [44] Shehada, R. Y., et al. (2020). "The Reality of Using the Balanced Scorecard in Business Incubators." *International Journal of Engineering and Information Systems (IJEIS)* 4(3): 67-95.
- [45] Sultan, Y. S. A., et al. (2018). "Effect of the Dominant Pattern of Leadership on the Nature of the Work of Administrative Staff at Al-Aqsa University." *International Journal of Academic Information Systems Research (JAISR)* 2(7): 8-29.
- [46] Sultan, Y. S. A., et al. (2018). "The Style of Leadership and Its Role in Determining the Pattern of Administrative Communication in Universities-Islamic University of Gaza as a Model." *International Journal of Academic Management Science Research (IJAMSR)* 2(6): 26-42.
- [47] Zaid, A. A., et al. (2020). "The Impact of Total Quality Management and Perceived Service Quality on Patient Satisfaction and Behavior Intention in Palestinian Healthcare Organizations." *Technology Reports of Kansai University* 62(03): 221-232.
- [48] Zaout, I., et al. (2018). "Information Technology used and its Impact on the Participation of Administrative Staff in Decision-Making in Palestinian Universities." *International Journal of Academic Multidisciplinary Research (IJAMR)* 2(8): 7-26.

- [49]Mady, S. A. (2020). "The Effect of Entrepreneurial and Customer Orientation on Service Quality in Hotels." *Technology Reports of Kansai University* 62(06): 3025-3056.
- [50]Abas, Saad F. and Ibrahim, Rangeen M. M. (2019). The Role of the Leading Approach in Achieving Value Innovation in the Production Factories a survey study of the views of a sample of managers in a number of productive factories in the governorate, *Academic Journal of Nawroz University (AJNU)* is currently accepting applications for guest-editor post. Vol 8 No 1 (2019).
- [51]Muhammad, Raslan and Abdel-Karim, Nasr (2011). The reality of small and medium entrepreneurship and ways to enhance it in the Palestinian economy. *Journal of Al-Quds Open University for Research and Studies*, 2 (23).
- [52]Felix Mndenyi Mwawasi (2014). "Technology Leadership and ICT Use: Strategies for Capacity Building for ICT Integration, Vol. 1, No. 2.
- [53]Gad Al-Rab, Syed Muhammad (2009). "Strategy for developing and improving performance", *Al Dar Engineering*.
- [54]Gad Al-Rab, Syed Muhammad (2012). "Strategic Leadership", *Arab Thought House*.
- [55]Hamed, Muhannad, and Rashid, Fawzi (2007). Towards policies to enhance entrepreneurship among youth in the West Bank and Gaza Strip. *MAS Economic Policy Research Institute, Ramallah, Palestine*.
- [56]Mohsen, Zaid Hahir and Ali, Shifa Muhammad (2017). Entrepreneurial trend and its impact on organizational excellence, *Anbar University Journal of Economic and Management Sciences, Anbar University, Volume 9, Issue 18, pp. 276-314*
- [57]Daft, R., (2010). *New era of management*, 9th, South-Western, Cengage learning. Australia.18- Entrepreneur.
- [58]Al-Shumaimari, Ahmad, and Al-Mubeirik, Wafa (2016): *Principles of Entrepreneurship for Non-Specialists*, 1st Edition, King Fahd National Library: Riyadh.
- [59]Alsolamy, Majed Qabil (2019). Exploring the Relationship between Entrepreneurial Orientation, Innovative Capability and Social enterprises Competitive Positioning: Evidence on Social Enterprises in Saudi Arabia, *Global Journal of Economics and Business*, 7 (3), pp. 335-347
- [60]Al-Damen, R. A., & Abdulwahab, M. H (2015). The Impact of Entrepreneurs' Characteristics on Small Business Success at Medical Instruments Supplies Organizations in Jordan. *International Journal of Business and Social Science*, 6(8).
- [61]Al-Dughaisheh, Muhammad (2014). A proposed approach to activate the contribution of business enterprises in supporting the entrepreneurship industry, a working paper published at the Saudi International Conference of Entrepreneurship Associations and Centers, held on 9-11 / 9/2014, *Entrepreneurship Association, Kingdom of Saudi Arabia*.
- [62]Abu Qarn, Saeed (2015). The reality of entrepreneurship in Palestinian universities in Gaza Strip: a comparative study between the two departments of continuing education at Al-Azhar and the Islamic University (Master Thesis). *The Islamic University, Gaza, Palestine*.
- [63]Abu Samra, Hazem (2018). The Role of Entrepreneurial Characteristics in Improving Institutional Performance: An Applied Study on Private Palestinian Universities (unpublished Master Thesis), *Academy of Management and Policy for Postgraduate Studies, Gaza, Palestine*.
- [64]Al-Amiri, Saleh and Al-Ghalbi, Taher (2008). *Management and business*. Wael Publishing House, Amman - Jordan.
- [65]Al-Marri, Yasser (2013). Small and medium entrepreneurship and its role in reducing unemployment in the Kingdom of Saudi Arabia: A comparative analytical study (PhD Thesis). *Kingdom of Saudi Arabia: Naif Arab University for Security Sciences*.
- [66]Al-Najjar, Fayez Jumah Salih, and Al-Ali, Abd al-Sattar Muhammad (2010). *Entrepreneurship and Small Business Management*. I 2. Jordan, Amman: Al-Hamid House for Publishing and Distribution.