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Learning Organizations and Their Role in Achieving Organizational Excellence in the Palestinian Universities

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Abstract-The research aims to identify the learning organizations and their role in achieving organizational excellence in the Palestinian universities in Gaza Strip. The researchers used descriptive analytical approach and used the questionnaire as a tool for information gathering. The questionnaires were distributed to senior management in the Palestinian universities. The study population reached (344) employees in senior management is dispersed over (3) Palestinian universities. A stratified random sample of (182) workers from the Palestinian universities was selected and the recovery rate was (69.2%). Statistical analysis (SPSS) program was used for analysis and processing the data.

The research found the following results: there is a fair degree of approval on "cognitive dimension", there is a high approval about the importance of "organizational dimension", there is moderately consent of the importance of "Community dimension", there is a large

degree of consent about the importance of axis of the "leadership excellence", there is a large degree of consent about the importance of axis of the "service-excellence", there is a fair degree approval about the importance of the axis of "cognitive excellence", and there is a moderately consent of the importance of "Organizational Excellence".

The research found a group of recommendations including: the need to develop appropriate strategies for the University, employ modern technology in information systems, in addition to provide appropriate environment that achieve learning organizations, develop technological infrastructure, adopt universities for knowledge management in the academic and administrative departments because knowledge is the core of the work of these departments, create technological incubators in universities to adopt excellence academic research projects, and protected them, support them, and market them. Establishing of centers of

excellence for scientific research in the university. The need for 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.

IndexTerms- Learning organizations, organizational excellence, the Palestinian higher educational institutions, Palestinian universities, Gaza Strip.

I. INTRODUCTION

Many of the authors and researchers have discussed the special role of the university, and the need to work away from the economic forces that affect the quality of activity in the commercial sector, see for example: (Gilbert, 2001; Pister, 1999; Scott, 1998). There is a strong debate about the need for public sector support for the University to allow it, to some extent, to stay out of the competitive market. In any event, in this era of new liberalism, the emergence of private universities, and the need to ensure the educational value and keep the support of the public sector pushed management of universities and its various bodies to look for ways to create through it the value and test it and hold it in their institutions (Elloumi, 2004). In order for higher education institutions to compete efficiently in the markets they need to be characterized by its services to ensure customer satisfaction entering and leaving alike. The strong internal culture that valued enterprise customers can help improve the motivation of employees, creating loyalty, access to the high performance and achieve creativity; to achieve a competitive institutional advantage (Khan&Matalay, 2009).

The higher education and university is the strategic balance of the movement of development in the community and directing its activities; to the fact that the cultural identity of any community built on the basis of the increase in this strategic balance and employed well at the desired level, It is looked at the university as an engine of inclusive and sustainable community development, that works to improve the quality of life financially and morally and to provide the conditions and the elements of precious life, so that it could bear the burdens of independent development and allowing it giving ample opportunities for the community in order to ensure a higher utilization of the fruits of development. The university is seeking towards the development of the spirit of social and professional responsibility as a general duty.

Despite the recent emergence of the higher education system in Palestine, but it has made a remarkable development and progress rapidly, interest in the development of institutions of higher education has become a necessity, and desperately need to witnessing the current era of scientific and technological developments in various fields of science, where it will witness a great attention at various levels in all countries of the world, it is developing for the better to keep up with the individual and society and the characteristics of scientific and technical age needs, and therefore is seen in university education based on the unique role it plays in the progress of societies and development through the preparation of technical, scientific, cultural and professional personnel.

Based on this quest, researchers began to examine in a modern management topics, which form the focus of contemporary organizations in general and universities in particular, as are learning organizations of

modern management concepts, so universities should care for workers in senior management who have the experience, skill, knowledge and have multiple roles in scientific, humanitarian and social order to enhance and improved the quality of educational services provided by the community. Where these universities have provided an excellent example of progress in the knowledge of Palestinian society, and took the modern methods in order to keep up with the progress of Arab and foreign universities.

II. RESEARCH PROBLEM

The progress of nations and underdevelopment at the moment is measured by the extent of their interest in active university education due to its role in the overall development. The importance of the knowledge of higher education institutions became greater, and the duty of those institutions and quick successive regional variables and the global response despite the weakness of their ability to quickly respond and these represent a challenge. Change may be planned or randomly; nevertheless, it remains from essential operations and at the core of management. The administrative leaders should recognize that these changes have produced new structures of management concepts.

Excellence in education is a dialectical concept, there is a need to be discussed and put frames for it because this will help to encourage excellence in higher education, and the development of reward systems for excellence, to identify the implications of these initiatives on the educational system (Raftery, 2006). Higher education need the culture that encourages creativity, that is trying to improve learning and teaching, to contribute to the development of pedagogy

and curriculum, technological developments, and not vice versa (Hannan, 2005). This requires creativity to be rewarded appropriately, to be included within the benchmark for excellence in learning and teaching, and encourages, not humiliating the quality assurance processes. The practices of excellence in learning and teaching are fundamentally essential for higher education institutions that include the presence of the teacher is always to improve student learning (Raftery, 2006). (Al-Hajjar, 2004) confirmed the need to spread the concepts of total quality culture, and create a regulatory environment that promotes the overall quality. (AL-Dahshan, 2007) see that basic needs emerged that calls for the development of creativity in higher education, according to (the brain's ability to form new relationships in order to actually change), employ these new relationships in order to change reality. This can be by the variety of basic programs for institutions of higher education and raise the value of community, and that this diversity leads to the realization of the principle of lifelong learning.

III. RESEARCH QUESTIONS

Q1: Does the Palestinian universities have the learning organization components (organizational dimension, the human dimension, the dimension of knowledge, societal dimension) from the perspective of senior management?

Q2: What is the level of corporate excellence (Leadership Excellence, service sectors Excellence, and knowledge excellence) in the Palestinian universities from the perspective of senior management?

IV. RESEARCH VARIABLES

Independent variables: learning organization which consisting of 4 main dimensions, namely:

1. Organizational dimension covers (organizational structure, technological infrastructure, The strategy)
2. Human dimension which includes (Strategic Command, Teams / Committees)
3. Cognitive dimension which includes (knowledge management, continuing education, scientific research, institutional culture)
4. Community dimension covers (strategic partnerships and alliances, keep up with the labor market, consulting, training, social responsibility, technological incubators)

The dependent variable: Organizational Excellence and consists of 3 main dimensions, namely:

1. Leadership Excellence
2. Service Sectors Excellence
3. Knowledge Excellence

Research assumes

The first main hypothesis: There is no statistically significant role for learning organizations in achieving organizational excellence from the perspective of the senior management of the Palestinian universities in Gaza Strip.

The second main hypothesis: There are no statistically significant differences between the mean responses of the respondents about the components of learning organizations

and achieving organizational excellence attributed to the name of the university.

V. RESEARCH OBJECTIVES

This research aims to achieve the following objectives:

1. Identify the concepts and applications of learning organizations, and its importance for universities to excellence in performance management in addition to the recognition of corporate excellence.
2. Outline the relationship between the learning management and knowledge management and its availability in the university senior management.
3. Clarify the application of the concept of learning organization in the Palestinian universities.
4. Identify the extent to which the Palestinian universities have the components of learning organization from the perspective of senior management.
5. Determine the level of corporate excellence in the Palestinian universities from the perspective of senior management.
6. Detect the challenges that face to the universities, what are the features that must be available in the universities to shift to Excellence.
7. Disclosure of the role of the learning organization components (organizational dimension, the human dimension, the dimension of knowledge, and community dimension) in organizational excellence in the Palestinian universities from the perspective of senior management.
8. Detect whether there are statistical significant differences between the

mean scores of estimation of members of senior management about the axes of research according to the name of the university.

VI. RESEARCH IMPORTANCE

1. Highlight the theoretical importance of this study is to clarify the role of the learning organization in the Palestinian universities.
2. This study is important as this issue is modern, scientific, practical and distinct.
3. Clarify the concepts and practices of learning organization to shift from administrative weakness to organizational excellence, and perhaps the Arab universities more vulnerable than ever, and even more in need from the advanced universities themselves to the concepts of management and methods of scientific rational sophisticated tools and technology to achieve the desired development through institutional development at the level of both the university and the activities and sectors that are dependent on empowerment, information, and knowledge management.
4. Providing scientific and practical recommendations for Palestinian universities as learning organizations.
5. 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 raise the profile of the university at the local and regional level.
6. Provide scientific and practical recommendations for Palestinian

universities to help them to achieve organizational excellence.

VII. RESEARCH LIMITATIONS

Place limit: the study was conducted in the universities of Gaza Strip, namely (Islamic University, Al-Azhar University, and Al-Aqsa University).

Human limit: The research was conducted at the senior management in the universities of Gaza Strip.

Time Limit: The research has been conducted and preliminary data collection was during the year (2017).

Subject (Academic) Limit: The research was limited on learning organizations and their role in achieving organizational excellence from the perspective of the senior management of the Palestinian universities in the Gaza Strip.

VIII. RESEARCH METHODOLOGY

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

IX. THEORETICAL FRAMEWORK

A. *Learning organizations*

Learning organizations as stated by (Marquardt, 2002), it depend on a group of method of learning, management exert effort on improving their ability to cope and use knowledge, allowing persons to learn within and out of the organization, and the usage of suitable technology for the organizational learning and manufacturing. It was specified by (Garvin et al, 2008) that the place where the employee out-rials in the formation, acquirement, knowledge relocation, and it

contains three rudimentary components: the interior caring environment to learn, practices and performs to learn, and the conduct of a leadership that cares and improves learning.

The association that fulfills the situations that set it apart from the other standard associations by: educational leadership, educational restructuring, permitting employees to take part and move compliantly and efficiently, embrace a contribution strategy, providing chances for the interchange of knowledge, information, strategy and culture (Bryan, 2009). The association that improves strategies, policies, structures, mechanisms of action is merely a learning organization targeting to improve the capability of management to embrace the operations of the organization with the modifications and dares, in addition to attain its aims positively to sustenance and inspire endless learning processes, self-improvement, and the interchange of proficiencies and skills inside and outside, collective learning effective knowledge management, and the usage of suitable technology in learning and knowledge allocation (Abu-khodaier, 2006).

The learning organization is the situations that fixed it to one side from other standard establishments where: endless learning is accessible, enquiry and discourse, collaboration and cooperative learning, enabling of employees to a shared vision, the improvement of the gaining and post-learning systems, connecting the organization to the outside environment, strategic command (Abdel-Fattah, 2013).

B. Organizational Excellence

Excellence concept of a complete and comprehensive is inseparable, in the sense that it cannot portray the characterization 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 and they are the real administration should pursuit of excellence, and the other that everything that comes out from management such as business, decisions, and adopted systems and events characterized by excellence, and the two dimensions are complementary, and they are two sides of the same coin, no one without the other is achieved (AL-Selmi, 2002). (Shawqi and AL-kharsha, 2008) define Excellence as quality process of the practices include self-evaluation to improve the effectiveness of the organization, its competitive position, the flexibility to work within it, the participation of all the users in each section of the organization to work together through the understanding of all activities, work to remove the errors, and to improve the process towards achieving excellence.

X. PREVIOUS STUDIES

Study of (Erdem et al., 2014), which aimed to test the level of the relationship between learning organizations and job satisfaction among workers in primary schools. The study found the most important results of that job satisfaction for teacher's level was acceptable and there were no statistically significant differences depending on (gender, specialty, the size of the organization, and length of service). There is a positive relationship between job satisfaction and dimensions of learning organizations at a moderate level.

Study of (Ibrahim, 2014) that aimed to identify how the perception of managers and heads of departments in the bank as learning

organization. Determine the nature of the relationship between learning organization and behavior of teams. Determine the level of discrepancy between the application and the learning organization variables and application behaviors teams. Test the achieved relationship between learning organization (shared cultural values, communication, knowledge transfer, personnel) and the characteristics and behaviors of work teams (coordination, cooperation, sharing of information, the team's performance). The study reached the following results: cultural values were not at a high nor effective level, in addition to the lack of communication with the external environment and its dependence often on the intercom as well as a lack of environmental monitoring operations which creates a gap between the institution and the environment, as follows knowledge transfer policy but faces some weaknesses. The bank enjoys a spirit of cooperation and information sharing between members of the same team, along with the presence of aid among themselves and their dependence principle of brainstorming between the team members. There is a correlation between the impact of the learning organization and behavior of teams.

Study of (Abu-Kaoud and Rababah, 2013) 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 of (Greiling & Halachm, 2013), which aimed to reach a large role in the expansion of the size and scope of accountability in learning organizations, and the extent of the government's response to the continuous improvement and development efficiently and effectively. The study found a group of the most important results that accountability in learning organizations working to improve organizational learning in the long term. Ongoing accountability means next government reports to make sure that the institution is working the right way. Service-tasks must take into consideration when designing organizations focusing on social responsibility in the long run.

Study of (Hussein, 2012) that aimed to demonstrate the availability of learning organization characteristics in the Egyptian private universities. Monitor and analyze the views of faculty members working in a private university about the availability of learning organization properties at that institution. The study found the most important results of that there are statically significant differences in the perceptions of the teaching staff of the importance of learning organization characteristics, the importance of organizational factors, cultural support for the concept of the learning organization in the private university depending on their demographics variables, and depending on the variant of: (length of service, age). There are no statistically significant differences in perceptions of the teaching staff of the importance of learning organization characteristics and the importance of organizational and cultural factors in support of the application of the concept of learning organization in the October 6 University

depending on the variant of: (gender, educational qualification, and the faculty).

Study of (AL-Hilali and Gabor, 2012) 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.

XI. RESEARCH METHODOLOGY AND PROCEDURES

A. Research Methodology:

Depending on the nature of the research and the objectives sought by this study are based on the deductive analytical approach; for it is the right approach that achieves the objectives of the study. It is based on the monitoring, precision of the phenomenon or event and following a certain quantity or quality way in a given period of time or several periods, in order to identify the phenomenon or event in terms of content, and accessing to the results and generalizations will help in the understanding of reality and develop it.

B. Population and study sample:

The study population is the entire vocabulary phenomenon studied by researchers, who have been the subject of

the study problem. Based on the subject of the study, its problem, and objectives the targeted community may be define in all employees from senior management in the universities of Gaza Strip (the Islamic University and Al-Azhar University, Al-Aqsa University), and the total number of senior management in the universities of the study of the Year (2017) are (344) employees. The researchers used a sample stratified random approach, the total number of senior management was (182) employees. An exploratory sample of (30) questionnaires were distributed to test the internal consistency, honesty constructivist, and the stability of the questionnaire. After making sure of the validity and integrity of the questionnaire for the test (135) questionnaires were distributed to senior management, and the return rate was 69.2%. Table No. 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
Total		182	344

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

C. Research sample characteristics:

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.

Table2: The statistical description of the sample according to the characteristics and Demographic Variables (n = 135)

Demographic Variables		Study Sample	
		Tota 1	%
Place of work	Islamic University	52	38.5
	Al-Azhar University	37	27.4
	Al-Aqsa University	46	34.1
Qualificati on	PhD degree	47	34.8
	MS degree	63	46.7
	BS degree	25	18.5
Years of service	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	52	38.5

	years		5
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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.

D. 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 reliability means the questionnaire results do not change dramatically 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. The following table shows that:

Table 3: shows the reliability coefficient (Alpha Cronbach's method)

N	Dimensions	Alpha Cronbach	Intrinsic Validity
1.	Organizational dimension	0.767	0.876
2.	Human dimension	0.774	0.880
3.	Cognitive dimension	0.771	0.878
4.	Community dimension	0.771	0.878
5.	Organizational Excellence	0.760	0.872

We conclude from the tests of validity and reliability results that the search tool (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.

E. 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:

- SMA in order to find out how high or low the sample responses from the default average (3) for each phrase from basic research variables phrases.
- The use of standard deviation (Standard Deviation) to identify the extent of the deviation members search 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.
- (t) Test of the average for one sample to know the difference between the average and the default average of the paragraph (neutral) "3."
- Pearson correlation to find the Content Validity of the questionnaire.
- Multiple regression tests to find the impact of the independent variables on the dependent variables.
- (One Way ANOVA test) to test the differences between the responses of the respondents.

XII. TEST OF SEARCH QUESTIONS

Answer to the Q1: Does the Palestinian universities have the learning organization components (organizational dimension, the human dimension, the dimension of knowledge, societal dimension) from the perspective of senior management?

1. Analysis of the paragraphs of the field components of learning organizations

associated with the organizational dimension:

A. Organizational structure:

views of the study sample in the paragraphs of the first axis members (organizational structure).

T test was used per sample, and the results are shown in Table 4, which shows the

Table 4: shows the first paragraphs of the axis of the organizational dimension analysis (organizational structure)

No	Axis	SM A	SMA relative	standard deviation	Value of t test	Probability value (Sig)	Ranking
1.	The organizational structure of the University fits the nature of their activities	3.7	73.8	0.696	11.498	0.000	1
2.	The organizational structure defines the lines of authority clearly.	3.6	71.6	0.868	7.735	0.000	2
3.	The organizational structure of the university supports the principle of delegation of authority.	3.3	66.6	0.954	4.059	0.000	4
4.	The development of the organizational structure in line with the environmental changes and developments	3.4	67.0	1.01	4.006	0.000	3
5.	Employees are involved in policy-making	2.9	57.4	0.896	-1.729	0.086	5
All paragraphs		3.4	68.4	0.773	6.265	0.000	

The researchers draw from the previous table, the following:

- The paragraph “the organizational structure of the University fits the nature of their activities”, got the first place in this axis. The researchers attribute this to the clarity of the authority lines, the organizational structure in the Palestinian universities depend on the mandate, as there are clear mechanisms for coordinating work between the different jobs.
- Paragraph "Employees are involved in policy-making" came in the last place to be a negative response. The researchers attribute that to the fact that universities follow the supervision of the Ministry of Education and Higher Education, with the knowledge that the body that sets operational policies at universities is senior management, which reflected negatively on their attitudes.

Study sample opinions are in agreement about the importance of organizational structure as the centerpiece of the regulatory components, and received a large consent. The researchers attribute that to the importance of organizational structure, as it provides universities the opportunities for the integration of processes within the university, facilitate communication, communication, collaboration, and the formation of relationships, in addition to giving some flexibility which contributes in enabling the universities to keep abreast of developments and global changes and this is evident through the follow-up of the evolution of the universities organizational structure, as periodically updated in accordance with the requirements by changes in the surrounding environment. This result is consistent with the findings of the study of (Berrio, 2006) which showed an attempt to build its entity, and achieve its goals in order to survive, to be stable, and continue to work. The university should begin the process of organizational transformation aiming to reach to the process of distinct learning through: development of a shared vision and organizational culture of learning within the organization, building a strong and effective strategy to build a learning organization, the establishment of a structure capable of implementing that strategy, and the application of transformational leadership styles among decision makers to reach high levels of motivation and performance.

B. Technological infrastructure:

T test was used per sample, and the results are shown in Table 5, which shows the views of the study sample in paragraphs of the axis (technological infrastructure).

Table 5: The second axis shows the analysis of the organizational dimension (technological infrastructure)

No.	Axis	SM A	SMA relative	standard deviation	Value of t test	Probability value (Sig)	Ranking
1.	The technology used to provide the necessary information in decision-making	3.7	73.8	0.9	9.045	0.000	3

2.	The University provides protection programs that are characterized by safety and privacy	3.5	70.6	1.0	6.115	0.000	5
3.	Technological facilities are available at the university to create and share knowledge	3.7	73.4	0.9	8.254	0.000	4
4.	There is a network helping to speed the completion of the work	3.7	74.6	1.1	7.846	0.000	2
5.	Communication system available facilitates the performance of electronic services for the beneficiaries	3.8	76	0.9	9.839	0.000	1
All paragraphs		3.7	73.7	0.9	9.006	0.000	

The researchers draw from the previous table, the following:

- Paragraph "Communication system available facilitates the performance of electronic services for the beneficiaries," got the first place in this axis. The researchers attribute this to the keenness of the Palestinian universities to keep up with technological development through the use of technologies and programs that will strengthen the institutional work, which makes its competitive position always in the lead.
- Paragraph "The University provides protection programs that are characterized by safety and privacy", got the last place. The researchers attribute that to the development of technology and the means of information storage, sharing in different ways, or so-called transfer of data across the network from one location to another, where the security of such data and information is very important, so the Palestinian universities are seeking to provide protection of information from risk, threat or attack, and by providing the necessary tools and means to protect the information and to prevent the arrival of the information into the hands of unauthorized persons to use it.

The study sample agreed about the importance of "technological infrastructure" as the centerpiece of the regulatory components, and received a large proportion of consent. The researchers attribute that the technological infrastructure has become one of the basic resources to be invested in by the Palestinian universities, so as to automate the administrative and academic work, and raise the level of performance of the administrative configurations, as is the standard level of use of the technology of the basic criteria for measuring the administrative and academic progress for any university. This result is consistent with the findings of the study of (Al-karimin et al., 2014) where the technological infrastructure got a moderate approval rate (3.41) and it showed that the availability of infrastructure positively affects the development of work and improve performance.

C. Strategy:

T test was used per sample, and the results are shown in Table 6, which shows the views of the study sample in paragraphs of the axis (Strategy).

Table 6: illustrates the analysis of the third axis of the organizational dimension (Strategy)

No .	Axis	SMA	SMA relative	standard deviation	Value of t test	Probability value (Sig)	Ranking
1.	The university has a clear strategy for facing the future	3.56	71.2	1.214	5.319	0.000	4
2.	Staff at the university participate in the development of the University's mission and goals	3.51	70.2	1.125	5.277	0.000	5
3.	I have a clear knowledge of the university mission and objectives	3.72	74.4	1.063	7.857	0.000	1
4.	The follow-up implementation of the strategic plan for the University periodically	3.64	72.8	1.116	6.709	0.000	3
5.	The mission Reflect of the university mission of the Ministry of Education and Higher Education	3.68	73.6	1.111	7.129	0.000	2
6.	The vision and mission of the university depend on the environmental analysis	3.23	64.6	0.954	2.798	0.006	7
7.	Corrective decisions for the performance of the university in light of the	3.36	67.2	1.012	4.168	0.000	6

	evaluation results are taken						
	All paragraphs	3.53	70.6	0.913	6.733	0.000	

The researchers draw from the previous table, the following:

- Paragraph "I have a clear knowledge of the university mission and objectives" came in the first place; the researchers attribute that to the post of senior management in the development of the university's vision and mission. The study sample sees the vision and mission of the university depends moderately on the environmental analysis. The researchers attribute this to the adoption of environmental analysis on traditional methods such as: (personal experience, questionnaires, etc.).
- Paragraph "The vision and mission of the university depend on the environmental analysis" came in the last rank; the researchers attribute that to the unstable circumstances experienced by the State of Palestine in general and Gaza strip in particular.

The study sample views agreed on the importance of the axis "strategy" as regulatory components, and received a large proportion of consent. The researchers attribute that the Palestinian universities senior management to the adoption and support of the strategic planning approach because they desire to bring about change and development, to achieve comprehensive development, to follow-up of the educational process and development, to contribute to the harmony between education and society in order to bridge the gap between them, and to achieve integration in the educational process. This result agree with the study of (Berrio, 2006) which showed that the university should begin the process of organizational transformation to reach to the process of distinct learning through: development of a shared vision and organizational culture of learning within the organization, building a strong and effective strategy to build a learning organization, the establishment of the structure that is able to carry out that strategy, and the application of transformational leadership styles of decision-makers to reach high levels of motivation and performance.

It also agrees with the study of (Abu-Kaoud and Rababah, 2013) that the availability of the critical success factors of (focus on consumer, organizational strategy, technology and information systems, and enabled intellectual capital) got high approval.

2. Analysis of the paragraphs of the field components of learning organizations associated with the human dimension:

A. Strategic Leadership:

T test was used per sample, and the results are shown in Table 7, which shows the views of the study sample in paragraphs of axis (Strategic Leadership).

Table 7: shows the first paragraphs of the axis of the human dimension analysis (Strategic Leadership)

No.	Axis	SMA	SMA relative	standard deviation	Value of t test	Probability value (Sig)	Ranking
1.	The university senior management focused on attracting and recruiting talented employees.	3.41	68.2	0.957	5.035	0.000	4
2.	The university senior management is keen on solving personnel problems	3.31	66.2	0.996	3.629	0.000	5
3.	The university senior management supports openness among employees and share information	3.45	69	0.975	5.384	0.000	2
4.	University senior management encourages employees to make initiatives to improve performance	3.44	68.8	1.019	4.982	0.000	3
5.	The university senior management provides programs that improve the skills and abilities of employees	3.51	70.2	0.961	6.18	0.000	1
6.	The university senior management provide encouraging incentives to attract excellent human resources	2.99	59.8	1.004	-0.086	0.932	6
7.	Incentives and rewards of employees at the university are linked to	2.91	58.2	0.958	-1.078	0.283	8

	level of their performance						
8.	Employees involved in the selection of leaders at the university	2.95	59	1.108	-0.544	0.588	7
All paragraphs		3.25	65	0.83	3.65	0.001	

The researchers draw from the previous table, the following:

- Paragraph "The University senior management provides programs that improve the skills and abilities of employees" came in the first place. This is due to the attention of university senior managements to provide all the necessary programs to improve the performance of employees through specialized training programs.
- Paragraph "Incentives and rewards of employees at the university are linked to level of their performance" came in the last place. The researchers attributed this to the lack of a list of incentives in addition to the fact that most of the incentives and rewards granted randomly according to personal bias and considerations, so it should work on linking incentives and rewards system based on the level of achievement.

Study sample agreed about the importance of the axis of "strategic leadership" as one of the human components, and got the approval of the proportion of medium. The researchers attribute that to the importance of strategic leadership; because it is considered a critical component in the development of educational institutions, reach to leadership through its role clearly in the implementation of the university's strategy in a changing and volatile business environment by enhancing the role of employees depending on both styles of reward and punishment to motivate them, where the Strategic leadership is the source of creativity or inertia, and this depends to a great extent on what is owned by the strategic leader of the vision for the future in light of the internal variables. This result is consistent with the study of Hussein (2012) where it got in response to the high level of owning property in support of strategic leadership for learning at the University of October 6 for a mean (3.1).

B. Teams / Committees:

T test was used for each sample and the results are shown in Table 8, which shows the views of the research sample in paragraphs of axis (teams / committees).

Table 8: The second axis shows the analysis of the human dimension (teams / committees)

No.	Axis	SM A	SMA relative	standard deviation	Value of t test	Probability value (Sig)	Ranking

1.	Senior management provides opportunities for collaboration and teamwork	3.15	63.0	0.894	1.926	0.056	4
2.	Senior management will form working teams from multiple organizational levels.	3.45	69.0	0.968	5.426	0.000	2
3.	Team members have high professional skills appropriate to perform the work efficiently	3.46	69.2	0.929	5.747	0.000	1
4.	The team is characterized by the ability to generate creative ideas at work	3.44	68.8	0.878	5.786	0.000	3
5.	The university Senior management provides degrees of empowerment and freedom of action for teams	3.09	61.8	0.918	1.125	0.263	6
6.	Teams trust that the administration will take its recommendations	3.15	63.0	0.842	2.044	0.043	4
All paragraphs		3.25	65.0	0.83	3.461	0.001	

The researchers draw from the previous table, the following:

- Paragraph "Team members have high professional skills appropriate to perform the work efficiently" came in the first place due to the fact that team building foundations are subject to professional standards.
- Paragraph "The university senior management provides degrees of empowerment and freedom of action for teams" came in last place due to the existence of regulations control work teams and committees within the university.

Study sample agreed about the importance of the axis "teams / committees" as one of the human components, and received a percentage of medium-approval. The researchers attribute that to the importance of working teams which give individuals experience and skills that will contribute to

improving the performance of their academic and administrative duties, in addition to improving relations and raise the level of job satisfaction among employees, through: the study of the problems, allowing the presentation of new ideas, and working teams to contribute to the principle of commitment of individuals in achieving the goals and participation in decision-making at the university. This result agrees with the study of (Ibrahim, 2014) which showed the enjoyment of the bank in a spirit of cooperation and information sharing between team members, also showed Bank enjoyment of the behaviors of the effective work teams, as agreed with the results of Hussein study (2012), where it got a medium in response to the level of owning property teams at the University of October 6 for a mean (3.1). It also agreed with the study (Aktar et al, 2013) which showed that the learning strategies and teams contribute to achieving competitive advantage. It also agreed with the study of (Erdem et al, 2014) where systemic thinking received approval by (3.22) and the extent of support learning teams received approval by (3.5).

3. Analysis of the paragraphs of the field components of learning organizations associated with the cognitive dimension:

A. knowledge management: T test was used per sample, and the results are shown in Table 9, which shows the views of the research sample in paragraphs axis members (knowledge management).

T test was used per sample, and the results are shown in Table 9, which shows the views of the research sample in paragraphs axis members (knowledge management).

Table 9: shows an analysis of the paragraphs of the first axis of the dimension of knowledge (knowledge management)

No	Axis	SM A	SMA relative	standard deviation	Value of t test	Probability value (Sig)	Ranking
1.	The university senior management has a knowledge base to serve all departments and branches	3.71	74.2	1.139	7.256	0.000	1
2.	The university senior management has documented and declared to the process of teaching and learning strategy	3.64	72.8	1.13	6.548	0.000	2

3.	The university senior management supports the exchange of knowledge and experience process between employees.	3.61	72.2	1.166	6.052	0.000	3
4.	The university senior management is moving toward the purchase of knowledge that cannot be developed internally	3.39	67.8	1.203	3.72	0.000	4
All paragraphs		3.59	71.8	1.087	6.254	0.000	

The researchers draw from the previous table, the following:

- Paragraph "The university senior management has a knowledge base to serve all departments and branches." got first place in this axis. The researchers attribute this to the attention of the universities to develop cognitive abilities, and provide a database that facilitate the access of researchers and decision-makers to the intellectual and scientific production to take advantage of it.
- Paragraph "The University senior management is moving toward the purchase of knowledge that cannot be developed internally" got on the last rank with high degree of approval. Researchers think that because of the lack of scientific achievement of Palestinian researchers, universities resort to buy knowledge in many ways to get the knowledge from both inside or outside the university to keep up with the continuous developments including: (appointment of experts, or through applied research activities, or develop expertise available to employees, and the license through patents, the purchase of various information).

Study sample views agreed on the importance of the axis of the "knowledge management" as one of the cognitive components, and received a large proportion of consent. The researchers attribute that to the fact that knowledge is one of the university's assets that require effective management of their investment and participation among employees, and disseminated to remain available to help achieve permanent competitive advantage for universities, in addition to the fact that knowledge is the dominant on information technology and services markets, and it is source to improve many of the facilities and services. It also promotes knowledge of the university's ability to retain academic and administrative performance based on experience and knowledge and improvement, also it supports efforts to take advantage of all the assets to provide a framework for strengthening the organizational knowledge. This result is consistent with the

findings of the study of (Boukhamkham, 2009) which showed that organizations rely on knowledge than on the traditional elements of the performance, and it is necessary to measure knowledge capital as a source of excellence and value-based composition. Also it disagreed with the study of (Al-karimin et al., 2014) which showed that the degree of availability of knowledge management requirements were intermediate.

B. Continuing Education:

T test was used per sample, and the results are shown in Table 10, which shows the views of the research sample in paragraphs of axis (continuing education).

Table 10: The second axis shows the analysis of the cognitive dimension (continuing education)

No.	Axis	SM A	SMA relative	standard deviation	Value of t test	Probability value (Sig)	Ranking
1.	Availability of continuous training courses to improve the capabilities and skills of employee	3.70	74.0	1.18	6.857	0.000	1
2.	University stimulate personnel management for continuous learning and creating new knowledge	3.61	72.2	1.222	5.774	0.000	2
3.	Training programs at the university fit with the needs of the labor market	3.55	71.0	1.22	5.221	0.000	3
All paragraphs		3.62	72.4	1.14	6.248	0.000	

The researchers draw from the previous table, the following:

- Paragraph "Availability of continuous training courses to improve the capabilities and skills of employee " got for first place in this axis. The researchers attribute this to the Palestinian university senior management's interest in developing the human element, and its dependence on the training courses mainly for the development of its staff by

providing rehabilitation programs and training to contribute to the development of capabilities and skills of employees.

- Paragraph "Training programs at the university fit with the needs of the labor market" got the last place with a relative weight (71%). The researchers attributed that to the fact that the training programs are developed and implemented in the light of the identification of training needs of employees, and appropriate to the changing needs of the labor market, and in light of the potential and the limited capabilities of universities under siege and successive wars.

Study sample agreed on the importance of the axis of "continuing education" as one of the cognitive components and obtained a large proportion of consent. This is because we are in the knowledge explosion era need to have the ability to deal with problems, narrow the cultural gap and reconcile the values, attitudes, the requirements of the times, as well as contribute to continuing education to improve the ways and methods of performance of employees for their work, therefore increase their productivity, enable employees to keep up with scientific and technological progress, and knowledge of modern methods of work. It disagrees with Hussein study (2012) where it was found that the level of possession of the property as a dimension of continuous learning of the learning organization dimensions was average.

C. Research:

T test was used per sample, and the results are shown in Table 11, which shows the views of the study sample in paragraphs of axis (scientific research).

Table 11: illustrates the analysis of third axis of the cognitive dimension (scientific research)

No.	Axis	SM A	SMA relative	standard deviation	Value of t test	Probability value (Sig)	Ranking
1.	The university senior management will hold conferences and study days, workshops, scientific seminars	3.69	73.8	0.988	8.097	0.000	1
2.	The university senior management benefit from the results of research in the development work.	3.19	63.8	0.932	2.309	0.022	3
3.	The university senior management provides a distinct research centers	2.81	56.2	0.956	-2.252	0.026	4

	according to disciplines of the departments						
4.	The university senior management supports the advancement of scientific research mechanisms	3.2	64	1.078	2.156	0.033	2
All paragraphs		3.22	64.4	0.823	3.134	0.002	

The researchers draw from the previous table, the following:

- Paragraph "The university senior management will hold conferences and study days, workshops, scientific seminars" got the first place in this axis. This result is natural in light directed toward universities interact, learn, and exchange experiences and expertise, and through the data survey showed that Palestinian universities annually held many specialized scientific conferences in several scientific areas.
- Paragraph "The university senior management provides a distinct research centers according to disciplines of the departments" came on the last rank. The researchers believe the availability of research centers at universities under study, but they do not cover all disciplines, as well as the weakness of the budgets allocated to research centers and universities.

Study sample agreed on the importance of the axis of "scientific research" as one of the cognitive components, and got the approval of the proportion of medium. The researchers attribute that the attention to scientific research in the Arab world in general is weak, due to the weakness allocated to scientific research in the Arab countries in general and Palestine in particular. One manifestation of the weakness that is the decided budgets are not spent, in addition to lack of interest in supporting the researchers and directing them towards the needs of the local community, and the lack of attention to the results of scientific research, which made the researchers less interested, and has become a concern in the scientific research of the door to get scientific promotions, and by reference to the experiences of the universities in the world such as University of Western Australia and the University of Manchester they focused on scientific research in their visions and values, and to be among the top universities in research in the world. This is consistent with the study (Radwan, 2013), which showed the need for emerging universities for most elements of developmental planning in the process of scientific research and the investment in community partnership, and the need of the emerging universities for many of the elements of success of scientific research.

D. Corporate Culture:

T test was used per sample, and the results are shown in Table 12, which shows the views of the study sample in paragraphs of axis (corporate culture).

Table 12: illustrates the analysis of third axis of the cognitive dimension (corporate culture)

No.	Axis	SM A	SMA relative	standard deviation	Value of t test	Probability value (Sig)	Ranking
1.	The university senior management working toward finding a positive culture to activate collective work	3.44	68.8	1.012	5.101	0.000	1
2.	The university senior management interested in the principle of innovation and continuous improvement	3.36	67.2	0.95	4.349	0.000	3
3.	Employees are involved in decision making related to the field of work	3.18	63.6	0.961	2.15	0.033	5
4.	Form of cognitive behavioral management (such as knowledge-esteem, build knowledge, share knowledge) model for employees	3.27	65.4	0.916	3.383	0.001	4
5.	The university senior management is keen to promote a culture of quality among employees	3.41	68.2	0.925	5.119	0.000	2
All paragraphs		3.33	66.6	0.831	4.618	0.000	

The researchers draw from the previous table, the following:

- Paragraph "The university senior management working toward finding a positive culture to activate collective work" got the first place in this axis. The researchers believe that teamwork is an opportunity to take advantage of all the skills and experience of its employees. It also develops the capacity of individuals to achieve the goals and act in a positive way; to become prevalent culture in the university.
- Paragraph "Employees are involved in decision making related to the field of work" got the last rank. This is due to the fact that decisions often in universities are centralized, but

the involvement of employees in decision-making makes the decision more stable and acceptable to the employees, in addition to achieving mutual trust between senior management and employees, and increase the sense of working responsibility and understanding of the goals of their universities, and raises the morale of employees.

Study sample agreed about the importance of the axis of "institutional culture" as one of the cognitive components and got the approval of the proportion of medium. The researchers attribute that the institutional culture is considered a guide to senior management and employees; they constitute models of behavior and relationships that must be guided by them, guiding their thinking and their efforts to achieve the university and its mission objectives, they also have a significant impact in motivating and empowering employees, which will reflect positively or negatively on the outputs, thus culture is the observer of employees behaviors inside and outside the university. So the university should reduce the negative effects and strengthen the positive effects that strengthen the institutional culture that achieve excellence. This is in line with the results of a study of (Sharma & Talwar, 2007) which showed that the external environment is integrated with the culture and working environment, and supports assure the success of the leadership, culture, and shared values that facilitate the removal of obstacles, and facilitate the flow of knowledge, information, and services for those involved, and satisfy the various parties and contributes to knowledge in reducing problems. It agreed with the results of a study of (Khadra & Rawabdeh, 2006) that the concept of the learning organization can be illustrated in the industrial corporate environment in Jordan through eight elements: supportive organizational culture, leadership, strategic planning, organizational structure vertical, knowledge management system, the system returns, and performance appraisal system).

4. Analysis of the paragraphs of the field components of learning organizations associated with societal dimension:

A. Strategic partnerships and alliances:

T test was used per sample, and the results are shown in Table 13, which shows the views of the study sample in paragraphs of axis (strategic partnerships and alliances).

Table 13: illustrates the analysis of first paragraphs of the axis of the societal dimension (strategic partnerships and alliances)

No.	Axis	SM A	SMA relative	standard deviation	Value of t test	Probability value (Sig)	Ranking
1.	The university senior management uses a clear methodology in the social partnership	3.41	68.2	0.813	5.822	0.000	3
2.	The university senior management hold cooperation agreements with various universities	3.76	75.2	1.143	7.683	0.000	1

	and institutions						
3.	University invests media and event management to support the partnership with the community.	3.42	68.4	0.98	4.832	0.000	2
All paragraphs		3.52	70.4	0.883	6.885	0.000	

The researchers draw from the previous table, the following:

- Paragraph "The university senior management holds cooperation agreements with various universities and institutions" got first place in this axis. The researchers attribute this to the keenness of the Palestinian universities to strengthen cultural relations, scientific, research, and expand communication and cooperation frameworks, strengthening the links between universities.
- Paragraph "The university senior management uses a clear methodology in the social partnership" got the last rank. The researchers attributed the reason for this to the attention of universities to improve the quality of the educational process through the activation of the role of community participation that lead to a full understanding and great potential in dealing with problems, and ensure the continued participation and success of the change, and develop a sense of responsibility.

Study sample views agreed about the importance of the axis of "strategic partnerships and alliances" as a community-based components, and received a large proportion of consent. The researchers attribute that to the fact that educational institutions are generally required to integrate with the community and interact with its institutions, through the establishment of continuous mechanisms for cooperation and information exchange between various universities and institutions of society to participate actively, and capacity building of trained and qualified, take advantage of scientific expertise in various disciplines, add to that the partnerships make universities connect with a real development in society, contribute to the search for solutions to the problems they face, contributes to solving the problem of university funding, and increase efficiency, in addition to highlighting the scientists and innovators. The result of this study disagree with the results of (Radwan, 2013), where it was the most important problems facing the emerging universities is holding partnerships with international expertise with relative weight (67%).

B. Keep up with the labor market:

T test was used per sample, and the results are shown in Table 14, which shows the views of the study sample in paragraphs of axis (keep up with the labor market).

Table 14: The second axis shows the analysis of the societal dimension (keep up with the labor market)

No.	Axis	SM A	SMA relative	standard deviation	Value of test	Probability value (Sig)	Ranking
1.	The evolution of the university senior management plans to keep up with the needs of renewable society	3.43	67.8	0.981	5.086	0.000	2
2.	The university senior management provides the community with qualified workforce	3.47	69.4	1.013	5.351	0.000	1
3.	Admission policy in the university fits the requirements and needs of the labor market	3.43	68.6	1.033	4.831	0.000	3
All paragraphs		3.44	68.8	0.928	5.531	0.000	

The researchers draw from the previous table, the following:

- Paragraph "The University senior management provides the community with qualified workforce" came in the first place in this axis. The researchers attribute that to the keenness of the Palestinian universities on the harmonization of outputs and labor market needs through reciprocal relationship and partnership between the production sectors and institutions of higher education, in addition to solicit the views of the local community about the disciplines that intend to open and examine the need for them, which are among the criteria that interest the Palestinian national commission for quality assurance.
- Paragraph "Admission policy in the university fits the requirements and needs of the labor market," got the last place. This is because of the unified admission policy in most universities, they are subject to the standards of the Palestinian Ministry of Education and Higher Education, but we find that there is a relatively higher in some disciplines over other disciplines like technical, because the community has inferior look to these disciplines.

Study sample agreed on the importance of the axis of the "keep up with the labor market" as community-based components, and received a large proportion of approval to some extent. The researchers attribute that to the characteristic that explains this era as the rapid change in all scopes of life until it became known as the era of revolutions, information technology, and

communications. These rapid changes produced with an urgent need for the universities to work to keep up with an ongoing basis; to be able to catch up with the top universities at least, and meet the needs of the labor market. These vary with the result of the findings of the report of (State Planning Department, 2012) which showed general dissatisfaction among employers for graduates working skills, and disciplines offered by the universities need to modified with a relative weight (74%), and that their contribution in the drafting of academic programs was weak with relative weight of (63.9%).

C. Consulting and Training:

T test was used per sample, and the results are shown in Table 15, which shows the views of the study sample in paragraphs of axis (consulting and training).

Table 15: illustrates the analysis third axis of the societal dimension (consulting and training)

No.	Axis	SM A	SMA relative	standard deviation	Value of t test	Probability value (Sig)	Ranking
1.	The university senior management offers vocational training programs that support community development	3.43	68.6	0.919	5.434	0.000	1
2.	The university senior management contributing to the provision of consulting services to solve the problems of society	3.22	64.4	0.959	2.691	0.008	2
3.	The university senior management relies on experts and consultants to improve its services	3.09	61.8	0.758	1.363	0.175	3
All paragraphs		3.25	65	0.77	3.729	0.000	

The researchers draw from the previous table, the following:

- Paragraph "The University senior management offers vocational training programs that support community development" got the first place in this axis. The researchers attribute

this to the desire of universities to link the various educational institutions of the society, and contribute to the professional and career development of local community institutions with globally acceptable standards.

- Paragraph "The university senior management relies on experts and consultants to improve its services," got the last place. The researchers attributed that to the limited possibilities in the Palestinian universities on the nature of the indoor environment, and the blockade, and the difficulty of knowledge exchange, which limits the ability of universities to benefit from the experience and knowledge accumulated by the experts and consultants.

There was consensus among the study sample members about the importance of the axis on "consulting and training" as a community-based components, and received a percentage of medium consent. The researchers attribute that to the fact that consulting and training institutions contribute to solving problems, working to increase awareness among the local community, provide the opportunity to benefit from the diverse expertise, and enhance the competitiveness of universities through the development of their working systems.

D. Social Responsibility:

T test was used per sample, and the results are shown in Table 16, which shows the views of the study sample in paragraphs of axis individuals (CSR).

Table16: illustrates the analysis of fourth axis of societal dimension (CSR)

No	Axis	SM A	SMA relative	standard deviation	Value of t test	Probability value (Sig)	Ranking
1.	The university senior management allows their facilities to serve the local community institutions	3.4	68.0	0.994	4.676	0.000	1
2.	The university senior management allocates some of the seminars to raise awareness of the culture and society.	3.4	67.2	1.097	3.845	0.000	2
3.	The nature of the university disciplines reduce the unemployment problem in the community	3.3	66.0	1.216	2.831	0.005	3
4.	The university senior management contributes to	3.2	64.6	0.889	3.001	0.003	4

environmental protection, conservation, and development (noise reduction, the dissemination of culture ..etc),"						
All paragraphs	3.3	66.4	0.93	4.033	0.000	

The researchers draw from the previous table, the following:

- Paragraph "The University senior management allows their facilities to serve the local community institutions" got the first place in this axis. The researchers attribute this to the attention of universities to strengthen the principle of community participation and social responsibility by providing facilities like conference rooms, training rooms, laboratories, sports fields, parks for community service.
- Paragraph "The university senior management contributes to environmental protection, conservation, and development (noise reduction, the dissemination of culture ... etc)", got the last place. The researchers attributed the reason to the importance of the university's role in protecting the environment, solving its problems so as to maintain it and work on development and managing its resources, through exploiting the media and scientific research in the development of environmental awareness.

Study sample agreed on the importance of the axis of the "social responsibility" as a community-based component, and received a percentage of medium consent. The researchers attribute that to the fact that environmental conservation issues and to provide services that do not harm it, and attention to social responsibility contributes to improve the reputation of the universities and supports its ability to attract talented persons, in addition to strengthening the competitive advantage. This result is consistent with the findings of the study of (Greiling&Halachm, 2013) that the responsibility for learning organizations working to improve organizational learning and improvement of social responsibility in the long term.

H. Technology incubators:

T test was used per sample, and the results are shown in Table 17, which shows the views of the study sample in paragraphs of axis (technology incubators).

Table17: illustrates the vertebrae fifth axis of the societal dimension analysis (technology incubators)

No	Axis	SM A	SMA relative	standard deviation	Value of test	Probability value (Sig)	Ranking
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1.	The university senior management is seeking incubators that provide support for the local community	3.44	68.8	1.182	4.367	0.000	4
2.	Incubators enhance communication between research centers and the community	3.58	71.6	1.129	5.944	0.000	1
3.	Incubators strengthen the role of the university of investment to become productive university.	3.53	70.6	1.196	5.182	0.000	2
4.	Incubators are working on linking scientific research problems of society.	3.46	69.2	1.183	4.511	0.000	3
All paragraphs		3.5	70	1.1	5.313	0.000	

The researchers draw from the previous table, the following:

- Paragraph "Incubators enhance communication between research centers and the community" got the first place in this axis. The researchers attribute this to the fact that the incubator provides an integrated package of services and facilities that contribute to community service through (provide support, invest human potential, and the development of scientific research and ideas, etc.).
- The paragraph "The university senior management is seeking incubators that provide support for the local community," came in the last place. The researchers attributed the reason for this is the availability of an incubator in the Islamic University which contribute to community service, in addition to the other universities seeking to provide incubators and research centers that contribute to community service.

The study sample agreed about the importance of the axis "technology incubators" as community-based components, and received a large proportion of consent. The researchers attribute that the incubators are working on providing human resources, competencies and capabilities, skills, also contribute to attracting domestic and foreign investment, and developing new ideas to create and find new innovative projects which contribute to the upgrading of the competitive capabilities.

Answer to the Q2: What is the level of corporate excellence (Leadership Excellence, service sectors Excellence, and Knowledge Excellence) in the Palestinian universities from the perspective of senior management?

**1. Analysis of the paragraphs of the field organizational excellence components:
A. Leadership Excellence**

T test was used per sample, and the results are shown in Table 18, which shows the views of the research sample members in paragraphs axis (Leadership Excellence).

Table 18: Demonstrates paragraphs axis analysis (Leadership Excellence)

No .	Axis	SMA	SMA relative	standard deviation	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
All paragraphs		3.4	68	0.804	5.72	0.000	

The researchers draw from the previous table, the following:

- The paragraph "There is a commitment from the university administration towards achieving a good competitive position", got the first place in this axis. The researchers attribute the growing interest in competition based on the competencies and capabilities, as the need arose to harness the available knowledge in the universities to build organizations seeking learning, through its interest in providing organizational capabilities, physical, human, technological, and to achieve excellence.
- The paragraph "The university administration to provide the necessary resources for innovation and excellence" got the last place. The researchers reason this for blockade imposed on the Gaza Strip, the financial crisis experienced by the majority of universities, which have affected its ability to provide material resources and pay for their workers' salaries.

The study sample agreed on the importance of the axis of the "leadership excellence" as one of the elements of organizational excellence, and received a large proportion of approval to some extent. The researchers attribute that a distinguished leader is an art which enable the leader of the university to anticipate change, forecasting, working on his administration in accordance with a clear vision of management strategy change with overall development, continuous, deal with the

developments that appear creatively, to achieve excellence in performance. This result agrees with the study of (AL-Hilali and Gabor, 2012) which showed that effective leadership plays a pivotal role in shaping the goals and objectives of the university, responsible for laying the foundations and standards, provide the elements of proper implementation of plans and programs, and take development decisions in the light of the discussion of the evaluation results on competent administrative levels. It also agreed with the study of (Abu-Kaoud and Rababah, 2013) which showed that the respondents' perceptions about organizational excellence (leadership excellence, structure excellence, service excellence, organizational culture excellence) were also high.

B. Excellence Service

T test was used per sample, and the results are shown in Table 19, which shows the views of the study sample members in axis paragraphs sectors (Excellence service).

Table 19: Demonstrates paragraphs axis analysis (service-excellence)

No .	Axis	SMA	SMA relative	standard deviation	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 provides 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	3.25	65	0.87	3.363	0.001	8

	the evaluation Reza community organizations						
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	

The researchers draw from the previous table, the following:

- The paragraph "The university administration adopts modern technologies to provide services" got the first place in this axis. The researchers attribute that to the 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, the commitment of management and staff to perform well at work and provide excellent services to achieve customer satisfaction.
- The paragraph "The university administration is conducting polls continuously to learn about the diverse needs of the community", got the last place. The researchers attribute that to the lack of interest in some universities in polls, but they go back to college for many benefits for examples to identify the level of efficient performance, discover the ideas, proposals or projects or better applications, identify the efficiency of their plans, and knowing the trends and new issues for the future.

Study sample agreed on the importance of the axis of the "service-excellence" as one of the elements of organizational excellence, and obtained a large approval. The researchers attribute that to the fact that excellence means that there are certain unique differences to the University from the other. Excellence in services is these services that exceed customer expectations. Therefore, in light of the increase in the number of universities, the weakness of the diversity of disciplines, and limited Palestinian universities capabilities, they need to provide services to satisfy customers until additional competitive advantage, and they should do polls of opinion

about the quality of service level, provides customer satisfaction report on an ongoing basis. We think the Islamic University conduct surveys on an ongoing basis such as student polls in teaching performance, and the graduate poll, 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. These result disagree with the findings of the study of (Abdul Aziz, 2013), which showed that there is a lack of cooperation and response by the human resources altogether, interact with the students, to respond to them, solving their problems, that students are dissatisfied with the service provided by the college and do not rise to the level of their expectations.

C. Knowledge Excellence

T test was used per sample, and the results are shown in Table 20, which shows the views of the individuals in the study sample in paragraph of axis (Knowledge Excellence).

Table 20: Demonstrates paragraphs axis of the analysis (excellence of knowledge)

N o.	Axis	SM A	standard deviation	SMA relative	Value of ttest	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	3.1	62.00	1.046	1.152	0.251	5

	in local and international competitions.						
7.	The university management assesses 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	

The researchers draw from the previous table, the following:

- The paragraph "E-learning is used to support learning programs at the university", got the first place in this axis. The researchers attributed this to the orientation of the majority of universities towards the use of synchronous and asynchronous e-learning techniques which are the most important tools at the moment (YouTube) and winner of the second classification globally in the tools of British learning Technology Center (2011).
- The paragraph "Evaluate the panel discussions among employees to invest their energies in intellectual fields of knowledge permanently" got the last rank. This is because of the weakness of this skill among workers at universities and monopoly of their knowledge, unlike the concept of debate based on the exchange of information, ideas, experiences, and opinions rings.

Study sample agreed on the importance of the axis of the "cognitive excellence" as one of the elements of organizational excellence and obtained the approval of the proportion of medium somewhat. The researchers attribute 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 and development, and dissemination of education, training

and employment through scientific research directed to solve the problems of society. The results of this study agree with the study of (Sharma & Talwar, 2007), which explained that the external environment is integrated with the culture and working environment, and supports assure the success of the leadership, culture, and shared values that facilitate the removal of obstacles, and facilitate the flow of knowledge, information, and services for those involved, and satisfy the different parties, and knowledge contribute to the reduction of problems.

Test research hypotheses

First main hypothesis: There is no statistically significant role for learning organizations in achieving organizational excellence from the perspective of the senior management of the Palestinian universities in Gaza Strip.

The use of multiple linear regression analysis to determine the impact of the independent variables (organizational dimension, the human dimension, the dimension of knowledge, and community dimension) on the dependent variable (Organizational Excellence).

Table 21: The results of multiple linear regressions to the influence of the independent variables on the dependent variable analysis

Independent variables	Regression coefficients	Standard error	Standardized regression coefficients Beta	Value of t test	Potential value sig.	Significance level at (0.05)	Ranking
Constant	6.862	2.594		2.645	0.000	sig.	
Organizational dimension	0.166	0.098	0.069	.673	0.040	sig.	4
Human dimension	0.350	0.087	0.356	3.984	0.000	sig.	2
Dimension of knowledge	0.268	0.122	0.076	0.554	0.008	sig.	3
Community dimension	0.400	.092	0.453	4.367	0.000	sig.	1
ANOVA Analysis							
Test value F		149.327		Potential value		0.000	

Value of the average coefficient of interpretation R^2	0.821	The potential value of coefficient of interpretation	0.000
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The results of the analysis described in Table 21 the zero hypothesis was rejected and the alternative was accepted that there is impact between the mean responses of the respondents on the dimensions of learning organizations combined together at the level of organizational excellence, and an equation of regression was good and acceptable to all categories.

The value of calculated F is equal to (149.327), which is a statistically significant as the potential value equal to (0.000) which is less than (0.05). This indicates the presence of a role of statistical significance for organizations of learning in organizational excellence and regression model is good

Second main hypothesis: there are no statistically significant differences between the averages of the respondents' responses about the components of learning organizations and achieving organizational excellence attributed to the name of the university.

To test this hypothesis One Way ANOVA analysis of variance was used to test the differences between the responses of the respondents about the components of learning organizations and achieving organizational excellence attributed to the name of the university, and the results are shown in Table 22.

Table 22: shows the results of variance (ANOVA) between the responses of respondents about the components of learning organizations and organizational excellence in the Palestinian universities attributed to the name of the university

	University	Total	SMA	standard deviation	Value of t test	Probability value (Sig)
Learning organizational and achieving Organizational Excellence	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
	Total	135	66.14	15.12		

From the results shown in the table 22, it is clear that there are statically significant differences between the views of respondents about the components of learning organizations and achieving organizational excellence attributed to the name of the university where the value of statistical significance (0.000) which is less than (0.05) and this means that there are clear differences in the views of the respondents on average for the components of learning organizations and achieving organizational excellence attributed to the university were the Islamic University with a relative weight (73.14%), relative weight of Al-Azhar University (71.07%), followed by Al Aqsa University of relative weight (53.77%).

This result is consistent with a study (Mohammed&Atallah, 2010) which showed that there are differences in the responses of both colleges for the benefit of Boys College in capabilities, equipment, and facilities axis.

Also it disagreed with Hussein study (2012), which showed no statistically significant differences in perceptions of the teaching staff of the importance of learning organization characteristics and the importance of organizational and cultural factors in support of the application of the concept of learning organization in the private 6 October University depending on the variable type of college.

XIII. RESEARCH RESULTS

- The results showed the proportion of medium-approval on the importance of the axis of "organizational structure", high approval on "technological infrastructure" axis where the results confirmed as

important for universities, as agreed conclusions about the importance of "The strategy" by an average approval. Where the results were about the importance of a high degree of "organizational dimension."

- Results assured that "strategic leadership" at the university level was average. There is a fair degree approval about the axis of interest "Teams / Committees", and the importance of the "human dimension" is approved moderately.
- The results showed a high degree of importance on the axis of "knowledge management", and that there are highly consent about the importance of the axis of "continuing education", the degree of somewhat weak on the importance of the axis of "scientific research". There is a fair degree of approval on the importance of the axis of "institutional culture" and moderately on the "cognitive dimension".
- The results showed that there is a large degree of consent about the importance of the axis of "strategic partnerships and alliances", high approval of the axis "keep up with the labor market", there is a fair degree of consent about the importance of the axis "consulting and training", and the axis of "social responsibility". The results showed that there was a moderate approval on the importance of the "Community dimension", and high approval about the importance of the axis "technology incubators". The universities have shown that they are seeking towards the provision of incubators support the local community, and promote

communication between the research community centers, and strengthen the role of the university investment, linking scientific research and the problems of society.

- The results showed that there is a large degree of consent about the importance of axis of the "leadership excellence", explained that the university administration emphasizes the obligation of the contents of the learning organization, there is a commitment from university departments 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 the beneficiaries by providing a suitable working environment for the success of the educational process.
- The results showed that there is a large degree of consent about the importance of axis of the "service-excellence". The results showed that the university administration take into account the ethical dimensions of community service, and adopt modern technology in the provision of services, procedures for the provision of services are rapidly achieved and compatible with the needs of the beneficiaries. A weakness of the attention of the university administration has shown in conducting ongoing surveys to identify the diverse needs.
- The results showed that there is a fair degree of consent on the importance of the axis "cognitive excellence". The results explained that the university uses e-learning to support learning programs, has a working knowledge of the market requirements of the terms of reference, and they evaluated their

training programs to keep up with the cognitive developments, supports student participation in local and international competitions, there is a weakness in the employment of scientific research to serve the community, the weakness of the follow-up by the university administration for the performance of its graduates in the institutions in which they work, also showed that there is a weakness in the provision of scholarships for talented workers, poor attention to ring debates that contribute to the investment of intellectual energies of staff in the areas of knowledge.

- Results showed that there was a moderate approval on the importance of "organizational excellence" was we found that most colleges 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 enterprise level, and support for the foundation of Excellence in Education facilitate this distinction.

XIV. RESEARCH RECOMMENDATIONS

The recommendations of the study include:

- The need to develop appropriate strategies for the University and the employment of modern technology in information systems, in addition to providing an appropriate environment that achieve learning organizations.
- The development of technological infrastructure (hardware, software, networks, databases, and human skills) because of the great advantages that they offer.

- Lay the foundations and criteria for fair selection of the best candidates for the university and university leaders based on specialization, competence, experience, skill, integrity, and not on the basis of favoritism and nepotism.
- Universities need to adopt knowledge management in the academic and administrative departments because knowledge is the core of the work of these departments.
- Create technology incubators in universities to adopt outstanding university research projects, and protect, support, and market them.
- The establishment of centers of excellence for scientific research in the university, subject to the disciplines of departments at various colleges, 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, skills, and expertise of personnel.
- Build a supportive organizational culture to improve the quality of services in the universities, through configuring an appropriate 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 quality of output of the educational process in each of the

universities to increase their effectiveness.

- Work on developing the capacity and skills of workers in the field of information technology across admitted training courses to enable them to deal with the hardware and networks of modern communication, conduct regular meetings between employees in different levels of management and employees at other universities characterized by dialogue, openness, and transparency in the work, in order to exchange experiences and knowledge.

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