

The Reality of Applying Standards of Administrative Excellence in Major Hospitals in the Southern Governorates of Palestine

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Abstract: *The study aimed to study the reality of applying standards of administrative excellence in major hospitals in the southern governorates of Palestine. The research was applied to all employees working in hospitals: (Al-Shifa Medical Complex, the Indonesian Hospital, and the European Gaza Hospital). The study sample consisted of (320) employees, as the researchers prepared A questionnaire to achieve the purpose of the study on the reality of administrative excellence (leading change, applying continuous improvement strategy, achieving efficiency, orienting customers (beneficiaries), and spreading organizational culture. The most important findings of the researchers were the multiplicity of approaches used to achieve administrative excellence, such as the European model of excellence, the American model of excellence, and the Japanese model of excellence. Administrative excellence based on human resources. The study recommended taking advantage of different experiences in leading change, developing policies that support orientation towards beneficiaries, and establishing an organizational culture that supports administrative excellence, and that organizational culture shows interest in social and national responsibility because of its impact on the behavior of employees in general.*

Keywords: Administrative Excellence, Hospitals, Southern Governorates, Palestine.

Introduction

The study seeks to identify the reality of administrative excellence in the three major hospitals of the Palestinian Ministry of Health in Gaza, where a large number of employees in the government sector, including the health sector, stopped working as a result of the political dispute. In some health facilities, it reached more than 60% of the two administrative sectors. And medical, and we also let many employees with expertise and distinguished in their work in the Ministry of Health as a result of division or early retirement, which affected the administrative excellence in these hospitals.

Definition of Key Terms

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

- **Administrative Excellence:** planned organizational efforts aimed at achieving permanent competitive advantages for the organization, because the permanent feature of this era is permanent change (Al-Douri, 2008).

Problem Statement

Hospitals in the Southern Palestinian Governorates suffer from many problems, especially in light of the current conditions and the applied blockade, which prevents obtaining the basic necessities of life, including the political dispute, and the successive wars that hardly stop, which deplete health work within the southern Palestinian governorates.

There is no doubt that any organization that seeks to improve its performance and achieve its administrative distinction, especially those that work in the service field, will not be able to do so in the absence of development and care for creativity, especially in light of the many difficulties facing the hospitals of the Southern Palestinian Governorates, with the lack of medicine and the decline in the number of external referrals. For patients, lack of financial support, cessation and scarcity of international aid, lack of training, varying evaluation criteria, and lack of information.

Research Questions

The study problem can be formulated in the following questions:

Q1-: What are the The Reality of Applying Standards of Administrative Excellence in Major Hospitals in the Southern Governorates of Palestine?

Q2-: Are there differences due to the organizational characteristics of the three hospitals in the Gaza Strip that affect the promotion of administrative excellence in the major hospitals in the southern Palestinian governorates?

Research Objectives

Based on the established research questions, this study aims to achieve the following objectives:

1. Identifying the level of administrative excellence practiced by hospitals in Gaza (leading change, applying continuous improvement strategy, achieving efficiency, customer orientation, and spreading organizational culture) in major hospitals in the southern Palestinian governorates.
2. Develop work to achieve administrative excellence in hospitals in the southern Palestinian governorates.

Research Importance

The aspects of the importance of the study can be identified from the contribution and the expected addition from it, as follows:

1. Because of the lack of literary sources and local research specialized in this field in the Gaza Strip, the study will be an important reference for researchers and those interested in this field.
2. Through this study, hospitals in the southern Palestinian governorates can know the level of their application of the dimensions of administrative excellence.
3. The study seeks to draw the attention of the Palestinian hospital management to the importance of improving organizational performance because of its impact on developing the health system and improving its position at the local and regional levels.
4. This study derives its importance from its expected results, which can contribute to the development of administrative excellence in major hospitals in the southern Palestinian governorates, and the scientific and practical recommendations it provides to Palestinian hospitals that help improve organizational performance.

Research hypothesis

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

Ho1: There are no statistically significant differences at the level ($\alpha \leq 0.05$) between the averages of the respondents' opinions about the reality of applying standards of administrative excellence in major hospitals in the southern governorates of Palestine, due to personal and organizational data (Age Group, Gender).

The following sub-hypotheses are derived from it:

Ho1.1: There are no statistically significant differences at the level ($\alpha \leq 0.05$) between the averages of the respondents' opinions about the reality of applying standards of administrative excellence in major hospitals in the southern governorates of Palestine due to the age group variable.

Ho1.2: There are no statistically significant differences at the level ($\alpha \leq 0.05$) between the averages of the respondents' opinions about the reality of applying standards of administrative excellence in major hospitals in the southern governorates of Palestine, due to the gender variable.

Research Variables

Administrative excellence represented in the following dimensions:

- Change Leadership.
- Applying a Continuous Improvement Strategy.
- Efficiency.
- Directing the Beneficiaries of the Health Service.
- Building Organizational Culture.

Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective Limits:** The study focused on The Reality of Applying Standards of Administrative Excellence in Major Hospitals in the Southern Governorates of Palestine.
2. **Human Limitations:** The study was conducted on employees at the upper and middle administrative levels in the three hospitals in the southern Palestinian governorates and includes employees from the following categories (general manager, department director, heads of departments, heads of divisions, computer engineers).
3. **Institutional Limits:** The study was conducted on the three major hospitals in the Gaza Strip, namely (Al-Shifa Medical Complex, the Indonesian Hospital, and the European Gaza Hospital).
4. **Spatial Limits:** The study was conducted in the State of Palestine, specifically in the southern Palestinian governorates.
5. **Temporal Limits:** The study was conducted in the year 2022.

Previous Studies

The review of previous studies represents a systematic requirement and an essential tributary of the tributaries that crystallize the vision of the researchers. It is also considered the main pillar on which the subject of the study is based.

- A study of (El Talla, S. A., et al., 2018) which aimed to identify the reality of applying the leadership standard in the international quality models in Palestinian universities. The study used the analytical descriptive method. The study was conducted on the university leadership in Al-Azhar and Islamic Universities. The study population consisted of 282 individuals. 119 individuals responded, and the questionnaire was used for data collection. The study has reached a number of results, the most important of which is the existence of a high level of results of university performance in the Palestinian public universities operating in the southern governorate in the following order: performance results for students and beneficiaries, performance outcomes in relation to society and finally: performance results in relation to human resources.

- A study of (Al hila, A. A., et al., 2017) which aimed to design a proposed model of learning organizations as an entry point to achieve organizational excellence in the Palestinian universities of Gaza Strip. A random sample of workers were selected from the Palestinian universities consist of (286) employees at recovery rate of (70.3%). The study concluded with a set of results the most important of which: there is a statistically significant relationship between the components of learning organizations and achieving organizational excellence in the Palestinian universities of Gaza Strip from the standpoint of the faculty members.
- A study of (Al Hila, A. A., et al., 2017) which aimed to identify the organizational excellence in Palestinian universities of Gaza Strip, from the perspective of senior management. The questionnaires were distributed the top senior management in the Palestinian universities, and the study population was (344) employees in senior management in Palestinian universities. A stratified random sample were selected from of employees in the Palestinian universities consist of (182) employees at return rate of (69.2%). SPSS program for analyzing and processing the data was used. The study reached the following results: the senior management agrees largely on the importance of the axis of "Leadership Excellence" and "Excellence service sectors". The senior management agrees moderately about the importance of the axis of the "Knowledge excellence". The study showed that there is a weakness in the employment of scientific research to serve the community, there is weakness in the follow-up of the universities management for the performance of their graduates in the institutions in which they work. Senior management agrees on the importance of the "Organizational Excellence" moderately.
- A study of (Abu Naser, S. S. and M. J. Al Shobaki, 2017), which aimed to study the organizational excellence and the extent of its clarity in the Palestinian universities from the perspective of academic staff. Researchers have used the descriptive and analytical approach and used the questionnaire for data collection and distributed to academic staff in universities. The researchers used a sample stratified random method by the university. The total number of academic staff was (1114) and (235) were distributed to identify the study population. (166) questionnaires were recovered with rate of (70%). We used statistical analysis (SPSS) program for data entry, processing and analysis. The study found the following results: There was consensus among members of the academic staff in universities about the importance of "leadership excellence" as one of the elements of organizational excellence, and received a large proportion of approval to some extent. And it agreed to the views of members of the academic staff in universities about the importance of "service-excellence" as one of the elements of organizational excellence, and received a large proportion of consent. And it agreed to the views of members of the academic staff at universities about the importance of "cognitive excellence" as one of the elements of organizational excellence, and obtained the approval of average of the proportion. And it agreed to the views of members of the academic staff in universities about the importance of "organizational excellence".
- A study of (Al Shobaki, M. J., et al., 2017) 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"
- A study of (Al Shobaki and Abu-Naser, 2016) aims to study the organizational excellence and the extent of its clarity in the Palestinian universities from the perspective of students. Researchers have used the descriptive and analytical approach and used the questionnaire for data collection and distributed to students in universities. The researchers used a sample stratified random method by the university. The total number of students was (381) and (235) were distributed to identify the study population. (166) questionnaires were recovered with rate of (96.3%). We used statistical analysis (SPSS) program for data entry, processing and analysis. The study reached the following conclusions: that (62.8%) of the study population believe that the availability of "faculty staff" somewhat weak, showed that the number of Academic staff is appropriate to the number of students. The results confirmed that (66.4%) of the study population believe that the suitability "admission policies" is average, showed that the admission policies declared for the students, it is also transparent, the university administration provides orientation programs for newly admitted students. The results showed that (55.4%) of the study population believe that the "Student support" is low in the universities, and (52.8%) of the study population believe that "student activities" in the universities is low
- A study of (Radi, 2015), which aimed to know the level of development of institutional performance according to the standards of the European model of excellence, and to test the relationship between the standards of the European model and institutional performance. . The most important results of the study were the existence of a direct relationship between the use of the European model of excellence and the improvement of institutional performance. The study recommended the development of a strategy for managing information and knowledge, identifying key partners, enhancing strategic partnership opportunities, and paying attention to social responsibility.

- A study of (Al-Buhaisi, 2014), which aimed to identify the role of empowering workers in achieving institutional excellence in technical colleges in the Gaza Strip. . The most important results of the study were that it concluded that there is a need for organizational culture, administrative delegation, sharing of information and work teams to achieve institutional excellence, and work to provide and intensify continuous training courses for workers on the technology of using and analyzing information, and to increase and support confidence among workers during the period of delegation of powers, and to develop implementation mechanisms for decisions taken Emanating from work teams, increasing courses that are concerned with defining employees with the concept of excellence and adopting it as a strategy, adopting strategic goals for leadership in colleges working to meet the requests of the public requesting service from those colleges, increasing financial allocations that support excellence programs, and working to dispatch distinguished workers.
- A study of (Russell et al., 2010) that aimed to understand the nature of cultural change management in the British health system and to discover its relationships with changing organizational performance. The most important results of the study were that the organizational culture is a sub-culture in itself, within a group of major cultures, and therefore the organizational culture is clearly affected by the national culture, and that governments that accept change in the market are increasingly biased towards cultures that are more competitive. The difficulty of determining the level of organizational performance due to the overlapping of elements and the diversity of evaluation criteria and results that the health sector aspires to reach. The imbalance in institutional performance is addressed through organizational culture.
- A study of (Abdul Mohsen, 2010), which aimed to identify the impact of human resources management practices in achieving institutional excellence in the Kuwaiti Zain Company for Cellular Communications. The most important results of the study were the existence of a significant impact for each of (attraction and appointment, training and development, performance evaluation, compensation, and occupational health and safety) in achieving leadership excellence and excellence in service provision.
- A study of (Klara & Joseph, 2009), which aimed to provide strategies for a number of administrative practices represented in the strategy that directs knowledge and learning towards culture, and its impact on human resource practices. The most important results of the study were that a number of strategies were represented in: keenness to retain workers as much as possible and that getting rid of them is not inevitable, the need for a large and diverse group of devices, programs, experts and training activities was highlighted, the study concluded that a set of policies and strategies was analyzed through which it concluded that Interest in knowledge management provides the organization with a competitive advantage.

Comment On and Analyze Previous Studies

- A study of (El Talla, S. A., et al., 2018), (Al hila, A. A., et al., 2017), (Abu Naser, S. S. and M. J. Al Shobaki, 2017), (Al Shobaki, M. J., et al., 2017) and (Radi, 2015) confirmed that the use of the European model of excellence contributes to improving administrative performance, while a study (Russell et al., 2010) showed the difficulty of determining the level of organizational performance due to the overlapping of elements and the diversity of evaluation criteria and the results it aspires to reach. The medical section. The study: (Al-Buhaisi, 2014) agreed with the study (Abdul Mohsen, 2010) that training, development and performance evaluation contribute to achieving institutional excellence, and the study (Klara & Joseph, 2009) believes that education and training works to retain workers in the organization.
- The study (Larry & Michael, 2007) emphasized the importance of conducting a multidimensional measurement of organizational performance. While the study (Al-Buhaisi, 2014) found that organizational performance improves with the level of fulfilling the desires of the public.
- A study (El Talla, S. A., et al., 2018), (Al hila, A. A., et al., 2017), (Abu Naser, S. S. and M. J. Al Shobaki, 2017), (Al Shobaki, M. J., et al., 2017) and (Radi, 2015) and a study (Al-Buhaisi, 2014) recommended the need to develop a strategy for knowledge management to enhance organizational culture as an entry point to achieving administrative excellence and promoting social responsibility, while the study (Russell et al., 2010) saw that the market is biased with The most competitive organizational culture, and the study (Klara & Joseph, 2009) found that interest in knowledge achieves a competitive advantage for the organization.

Areas of Benefit from Previous Studies

The current study benefited from previous studies in forming an initial picture of administrative excellence, and the benefits can be clarified in the following points:

1. It is the previous studies, in addition to the exploratory study, that helped the researchers to define the subject of this research and the aspects of the research problem.
 2. The researchers benefited from building some pillars of the theoretical framework for the research, and defining the main and sub-variables of the research and the extent of the relationship between them, on which previous studies relied to save time and effort.
 3. The researchers benefited from the previous studies in choosing the research methodology and the statistical methods used in these studies, and the way in which the data were analyzed in these studies.
 4. The researchers benefited from previous studies in forming the survey list.
 5. The researchers benefited from previous studies in linking their results with the current study.
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This Distinguishes the Current Study from Previous Studies

Based on the foregoing and after the researchers reviewed the previous studies with study and analysis, the researchers chose to apply the three largest hospitals in the Gaza Strip, which are considered among the largest organizations working in the Gaza Strip in the field of health work and due to the size of the human cadre in it and the diversity of specializations, and the sensitivity and nature of the service it provides. To the public and the growing need with time to achieve administrative excellence.

Theoretical Framework

Administrative excellence is an important entry point for improving performance in business organizations in general and service organizations in particular as an entry point for improving organizational and individual performance and improving the competitive position of the organization. Administrative excellence is achieved when continuing to work to achieve advanced levels in the quality of goods and services (Kolzow, 2012).

The Concept of Administrative Excellence

First: The Concept of Excellence Management:

Organizations' commitment to efficiency and effectiveness previously enabled them to move under leadership directives to achieve a suitable place for them in the market, and now organizations are committed to excellence processes to reduce costs, so they direct their operations towards effectiveness in the quality of their products. By applying the strategy of continuous improvement instead of leading the operations, and this is achieved by managing the interactive relations between the different departments in a way that improves the competitive position of the organization (Oesterich & Buyt., 2008).

Second: The Main Requirements for Excellence Management:

Leticia & Santos (2007) provide a list of the elements of outstanding performance as follows:

1. An integrated strategic building that expresses the main orientations of the organization, its future outlook and future policies to deal with its internal and external environment.
2. An integrated system of policies that govern and regulate the work of the organization and guide those charged with performance responsibilities to the rules and foundations of decision-making.
3. Flexible organizational structures that are appropriate to performance requirements and adaptable to internal and external variables.
4. An advanced system for total quality assurance that defines the mechanisms for analyzing operations, the foundations for determining quality specifications and conditions, tolerance rates, quality control and control mechanisms, and entrances for correcting quality deviations.
5. An integrated information system that includes mechanisms for monitoring the required information, identifying its sources, means of collecting it, rules for processing, circulation, updating, preservation and retrieval, as well as rules and mechanisms for employing it to support decision-making.
6. An advanced system for managing human resources that shows the rules and mechanisms for planning, attracting, forming and developing human resources, directing and evaluating performance, and includes the basis for compensating employees according to performance results.
7. A performance management system that includes the rules and mechanisms for defining the work and functions required to implement the organization's operations, the bases for planning target performance and determining its rates and levels, and the rules for directing and following up performance and evaluating results and achievements.
8. An integrated system for evaluating individual performance, the performance of work groups and teams, strategic business units, and institutional performance in order to assess achievements against established goals and performance standards.
9. An effective leadership that sets the foundations and standards and provides the foundations for the proper implementation of plans and programs, and confirms the organization's opportunities to achieve management excellence.

Third: Excellence Management Keys: The list of keys to managing excellence includes the following:

1. **Developing and Stimulating Innovation:** Organizations can take a set of measures to encourage and develop innovation.
2. **Developing And Activating The Orientation To Satisfy Customers:** The process of achieving customer satisfaction alone is not enough, but it must be measured to identify its degree and the variables that control it to make continuous improvements, to keep pace with the continuous development taking place in the needs and desires of customers.
3. **Commitment To The Concepts And Requirements Of Sound Financial Management:** The process of adherence to the concepts and requirements of sound financial management begins with the preparation of an effective methodology to ensure that the financial department adheres to all applicable laws and regulations and any relevant guidelines, by documenting and circulating the functions, powers and responsibilities of the Compliance Department.
4. **Commitment to Positive Work Ethics and Values:** It represents a set of rules, values, principles and standards that the employee must abide by and adhere to (Amer, 2009).
5. **Developing and Employing the Renewed Knowledge Balance of Employees:** The Human Resources Department can build the knowledge balance and renew the employees.
6. **Facilitating And Activating Organizational Learning Opportunities:** Achieving value or competitive advantage lies in the ability of the organization to outperform competitors in one of the areas of strategic performance, and this depends mainly on

the learning rate that achieves a tangible reduction in production costs and constitutes a competitive advantage in cost leadership, and through innovation and the introduction of New methods of production and services that will not be achieved without a new wave of learning to form an interaction that leads to a lever in the direction of increasing value or competitive advantage.

7. **Developing The Mechanisms Of Systemic Thinking According To A Scientific Methodology For Researching Problems And Making Decisions:** Any system that is characterized by efficiency must possess basic capabilities, namely: receiving information, processing it, giving qualitative outputs, and continuous modification in the relationship between outputs and inputs through a loop where the role of feedback appears.
8. **Results Orientation:** The results-based planning process ensures that all interventions, including activities, projects and programs, are necessary and sufficient to achieve the desired results at the organizational level.
9. **Focusing on Customers (Beneficiaries):** The issue of customer satisfaction is considered an entry point to the success of the organization. The concept of quality depends mainly on the suitability of the product or service for the purpose of the customer and the fulfillment of his specific or implied needs and expectations. Therefore, competition between organizations is concentrated in satisfying the customer, which is the focal point when designing and implementing all operations. (General Training Corporation, 2013).
10. **Balanced Interest in Stakeholders:** Stakeholders in organizations, whether they are investors or otherwise, are interested in raising the organization's efficiency and growth in the long term.
11. **Integration of The Organization into the Surrounding Environment:** Many large organizations tend to merge in order to form economic fronts with competitive strength that enable them to withstand and survive in the face of increasing competition.
12. **Developing A Sense Of Social Responsibility Among Employees:** It is not possible to separate or distinguish the assistance provided by the company, on a voluntary initiative, from its supposed social role, as both are two sides of the same coin.

Administrative Excellence Models

First: The European Model of Excellence:

The European model of excellence is considered one of the most prominent models of excellence management commonly used in the contemporary world. The philosophy of the European model is that excellence in performance and customer service achieves benefits for stakeholders among employees and others through leadership that formulates and directs policies, strategies and human resources, invests in relationships and manages the various operations of the organization.

Definition of Excellence According To the European Model:

The European model defines excellence as: "the outstanding practice in managing an organization and achieving results." Both (Gad El-Rab, 2013) and (Al-Maani et al., 2011) agree that a distinguished organization can reach the rank of excellence management. If you adhere to the ideas and patterns of management based on the following principles:

- **Focusing on the targeted results for those related to the organization:** including employees, customers, suppliers, and the community as a whole, as well as the owners of capital. Excellence management is committed to achieving balanced benefits for various stakeholders, and this is basically the most important criterion in judging whether or not management excellence is.
- **Focusing On Customers:** In the end, they judge the excellence of management according to the services, benefits and conditions they receive, compared to their expectations and preferences on the one hand, and what they can get from competitors on the other hand. Excellence management must develop relationships with customers, maintain their loyalty to the organization and its products, and improve its competitive position in the market by focusing on customer service.
- **Effective Leadership and Clear Goals:** One of the most important determinants of organizational performance, and according to the effectiveness of leaders and their behavior patterns, the appropriate conditions are achieved to distinguish the performance of the various elements of the organization.
- **Operations Management and Information Management:** This contributes to making the organization more efficient if its activities are in the form of interrelated operations that are managed and directed according to correct and updated information.
- **Developing and Empowering the Employees of the Organization:** so that their innovative energies, intellectual capabilities, experiences and knowledge can be launched in order to achieve the best results for the organization. And common concepts between them based on trust and integration of goals.
- **Continuous Learning, Innovation And Renewal:** an important condition for managing excellence, so that the organization's expertise, knowledge of its employees, results of science and technology innovations are invested in developing processes, renewing products and services, avoiding mistakes and preventing their recurrence, and constantly rising to advanced levels of productivity and effectiveness.
- **Developing Partnership and Alliance Relations:** Where the organization has better opportunities to work efficiently when it invests in cooperation and integration relationships with all business partners, and business partners mean all those with whom the organization deals and obtains benefits from them and provides services to it. These constructive relations should be based on the principle of exchanging interests, so that all parties benefit.
- **Realizing The Organization's Social Responsibility:** respecting the community systems for their long-term success.

Mechanisms of Action of the European Model:

The European Excellence Model is not restricted to the nine indicators for evaluating the organization, five of these indicators are called causes, and they are the elements of strength in the organization to reach the results of excellence, while the other four indicators are called the results that organizations seek to achieve, and they can be achieved through the causes that improve results by means of feedback (Leticia & Santos, 2007).

Self-Calendar In The European Model:

The European Excellence Model is one of the models that deals with evaluating the activities of organizations that are interested in self-evaluation to measure concepts to know which of them are more relevant, based on achievement and understanding. The correct use of the model in the organization depends on the comprehensive awareness of that model for the different strategies of self-evaluation, since the process of self-evaluation in the basis of this model in organizations needs to use experienced examiners (Nabitz et al., 2007). The basic feature of the model is that it can be used by the management of each organization to conduct a self-evaluation using the standards and evaluation mechanisms included in the model without the need to bring in external parties for evaluation. In this case, the model allows flexibility in distributing percentages according to what each organization deems appropriate for it (Neumann, 2009).

The self-evaluation process is considered one of the most important administrative tools facilitated by excellence management models, as it provides the management with a useful opportunity to get acquainted with all aspects of the organization and show how to perform in the various fields of activity and the extent of investing the available energies and capabilities, and then the management can analyze the sources of excellence or shortcomings in operations and evaluate The results achieved, and thus the management can detect weaknesses and causes of problems and identify their sources and current and future effects, as well as monitor the sources of strength in the organization and show the extent to which they are used and activated to achieve the desired excellence.

Second: The American Model (Baldrige):

The American model of the (Baldrige) Award for Quality is similar to its European counterpart in the general logic, the entrance, and the basic elements of the evaluation. The goal of the model is to promote and strengthen concepts related to performance excellence in organizations and to develop their competitive capabilities, and to transfer the experiences and expertise of organizations that succeed in achieving levels of excellence to organizations seeking to improve performance and reach higher ranks in the path of excellence. The American model represents an important tool that organizations benefit from in conducting operations Self-evaluation based on the set of standards, tools and measurement systems contained in the model, which is characterized by three sets of standards, one of which is related to evaluating the activity of business organizations, the second addresses educational organizations, and the third is suitable for organizations working in the health field.

The Pivotal Concepts and Values of the American Model:

The American model is based on a set of key concepts that express the values of excellence and effectiveness and stem primarily from the thought of "Total Quality Management", which are as follows:

- Attention to quality based on the desires of customers.
- The importance and vitality of leadership as an effective and effective component in achieving performance excellence.
- The need for organizational learning and continuous development of the elements and components of performance.
- Appreciating the great importance of the effective human element and what it represents of intellectual capabilities and skills that are the basis for mobilizing the organization's energies and achieving its goals.
- Rapid response to customer needs and shifts in the organization's work environment.
- Deepening the strategic direction with a clear message and vision as a basis for planning operations.
- Quality design in the various fields of activity to achieve the prevention of errors.
- Develop management methods based on information systems and support decision-making.
- Developing the organization's relations with its customers and employees, and investing them in a way that achieves its goals and avoids problems that may arise if it is isolated from positive interaction with them.
- Realizing the importance of the organization's social responsibility towards its community, and the need for it to contribute to solving its problems in a way that expresses its appreciation for the support it provides and opportunities for growth.

Third: The Japanese Model of Excellence:

The name of William Deming has been associated with the quality movement in Japan since the forties of the last century, and the Deming Foundation grants an award in his name to individuals and organizations that achieve significant achievements in the field of quality control. In this regard, the following is noted:

- The award was previously presented to the Japanese only, then foreign companies began to show interest in the award and apply to win it. American companies have won this award.
- The award is based on a model that focuses only on the processes that lead to total quality without regard to the consequences.

Administrative Excellence in Health Institutions

The process of continuous improvement is called excellence management to achieve the needs of organizations to be brilliant, quick to respond to changes in the internal and external environment, and able to achieve. By directing administrative excellence through

organizational performance management systems, in addition to enabling organizations to achieve the goals of their administrative operations (Oesterich and Buytendijk, 2008).

The model of excellence in the administrative structure provides the organization with the ability to continuously improve based on the basic principles and concepts and raises the degree of attention to the basic criteria that ensure the continuity of the administrative quality and the self-evaluation system. And excellence means: reaching the situation that guarantees the survival and continuity of the growth process in three dimensions: the quality system, the environment that supports innovation and renewal, and the system of continuous improvement, which enhances the level of confidence in these dimensions that cover the internal environment, including work teams, and the external environment, including customers. Investors and the general community (Langroudi et al., 2008).

First: The Three Elements of Excellence Management:

We find that "the organizations that achieved excellence provided three basic pillars represented in: cost, quality and speed, those organizations that mobilize their capabilities by adopting the management of excellence share in three additional specific characteristics: intelligence, speed, and commitment," which have the greatest impact in creating an environment Excellence, as follows (Oesterich and Buytendijk, 2008):

1. **Intelligence:** Distinguished organizations have a great growing interest in data related to the internal and external environment, and how to obtain the largest volume of this data. Successful organizations today are able to access this data from their internal and external sources, so these organizations can, through their insightful vision, move very quickly towards Achieve competitive advantages over their peers.
2. **Speed:** Organizations that respond quickly to reduce the time needed to understand and absorb the successive changes in the market and their impacts on the operations of the organization itself and its ability to achieve success. Whether the organization is ahead of its competitors or otherwise, it needs to identify alternative procedures, and play an active role in advancing change in the market in its favor.
3. **Commitment:** Organizations need to adhere strongly to the value chain in their orientation towards innovation and success. Organizations committed to quality standards need to abandon the control approach in favor of an approach to cooperation with all stakeholders and the exchange of information through integrated systems and processes.

Second: Reasons Why Health Organizations Are Interested In Performance Appraisal Processes:

These days, there is increasing interest in health organizations such as hospitals in performance evaluation processes, as it occupies an advanced priority in administrative processes, for the following reasons (Hilton, 1999):

1. Measuring the quality of health services.
2. Application of costing system based on activities.
3. Medical diagnosis and identification of medical procedures for each health condition.
4. Gaining knowledge and raising expectations from medical services.
5. Contribute to maintaining the continued growth of the quality of services provided by medical institutions.

The use of quality standards in health services according to the European model of excellence will completely affect the indicators associated with the medical performance evaluation model, whether the level of medical performance appropriate to the work team, or the level of results expected by the service recipient, according to the European model of excellence.

Tools Used To Improve Performance In Health Organizations:

1. **Determining The Procedures For Dealing With Accidental Events:** Incidental events are those events that occur outside the expected context, and the fact that the service is related to human health, so there must be a list announced and distributed among the medical staff working in health organizations that guides them to the technical and administrative procedures that must be followed, which At the same time, neglecting it means exposing the person responsible for it to administrative and possibly legal responsibility.
 2. **Inclusion Of Medical Personnel Within The Performance Improvement System:** where medical personnel are served within specific teams that take upon themselves the responsibility of carefully examining the activities determined by the hospital administration or concerned departments to decide on them, and medical personnel also participate in meetings held by hospitals, which provide the administration with recommendations that contribute In drawing up developmental policies, and exercising control over operational activities to examine their suitability for work.
 3. **Measurement Indicators in Hospitals:** The quarterly reports submitted by the quality leadership teams include the results of performance monitoring at the level of activities within hospitals.
 4. **Basic Measurement Indicators Related To The Service Provided By Hospitals:** It is a set of measures that take into account the comparison of the level of performance in the health organization with the levels of performance in similar health organizations, in order to ensure the provision of health care within the standard of accepted practice.
 5. **Measurement Indicators Used In The Quarterly Reports Prepared By The Quality Leadership Teams:** Distinguished health organizations prepare their quarterly reports based on three main groups of indicators that include: indicators related to heart attack, indicators related to the condition of pregnant women, and indicators related to acute cardiac arrest.
 6. **Medical Measures Used In Hospitals:** These are measures related to the work of medical departments and medical staff members who work together to improve their level of performance.
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7. **Methods Of Collecting Data Related To Measurement Indicators Within The Facilities Of Health Organizations:** Each department in health facilities identifies its own measurement indicators, which are often based on the level and nature of the service provided by each of them separately. Distinguished health organizations design measurement indicators within four main axes that include: Improve organizational performance, design measurement and evaluation models, and suggest improvements.
8. **Information On Performance Improvement, Patient Safety And Risk Reduction:** When the level and pattern of performance is not what is expected, the need to take broad measures commensurate with performance improvement to ensure patient safety and the prevention of emergency events is a must, and these measures must include mitigation strategies Risks, which include providing procedures to improve the level and pattern of performance every six months to ensure the maintenance of expected results, while maintaining the continuity of the control process to ensure that the conditions conducive to achieving the expected performance are created.

In this context, the Quality Leadership Team conducts a process of reviewing the effectiveness of employees every three months, within four general indicators that all departments in health organizations share, namely: patient complaints, work injuries that employees may be exposed to, the level of services and health care provided, and job rotation. To take appropriate action when necessary.

Evaluation of the system used in preparing reports of the results of the meetings: The coordinator in the quality management summarizes the data that was discussed in the meeting as well as the results of the discussions, and they are reformulated and included in the quarterly reports that are prepared by the quality leadership teams in health organizations, and they usually use the academic methods used in universities With regard to health research in the preparation and presentation of this data.

Fourth- Government Hospitals under Study

The researchers present in this part on the field study of the field of application, which revolves around the three government hospitals in the southern Palestinian provinces: (The Indonesian Hospital, the Al -Shifa Medical Complex, and the European Gaza Hospital), where generalization of general Arabization of the three major government hospitals in the southern Palestinian provinces and what relates to the emergence Each of them, displays organizational structures in the three hospitals, and focuses on the reality of administrative excellence in the three hospitals, depending on various sources.

1. **Al -Shifa Medical Complex:** Al -Shifa Medical Complex is the largest health institution in the southern Palestinian provinces, and it is a medical complex that includes three hospitals: Surgery Hospital, Al Batinah Hospital and Women and Gynecology Hospital. The central western region of Gaza City, serves the private coverage area, and the number of complex employees with all their specialties is a total of (1440) employees. There are two ambulances, in addition to the green spaces located in the hospital, and the hospital includes three main internal hospitals, which are the internal hospital, women and men, the General Surgery Hospital, the maternity hospital, which includes a special department for children and custody, and the emergency department, in addition to the intensive care unit.
2. **The Indonesian Hospital:** With the funding of the Indonesian government, the "Indonesian" hospital was established, which was designed within the special specifications and standards of the Indonesian, consisting of two floors, and contains "100" bed Reception and emergency, the external clinic, and the Department of Surgical Employees, which are equipped with the latest international specifications, and the radiology department, and contains the latest devices, where the department of "I.M.R" imaging is the magnetic resonance department, "C.T", and all types of radiology, and pharmacy, The rooms of the doctors and nursing, in addition to that the second floor contains the intensive care room and patient rooms, which numbered 18 rooms. The Indonesian Hospital is a development process for the martyr Kamal Adwan Hospital, which was located in the city of Beit Lahia, Al -Salam neighborhood, in the North Gaza Governorate, and was established in 2002, on an area of 5,000 square meters, in a crowded place and transportation methods crowded, where the medical cadres operating in the Indonesian Hospital were transferred Which was subsequently delivered to military medical services to the Indonesian hospital.
3. **The European Gaza Hospital:** It provides treatment services in surgery, interior and children. The hospital is located in the southern sector in the southeastern region of Khan Yunis. It was established in 1987, on an area of 65,000 square meters. The Hospital serves the eastern region of Khan Yunis and the northern region of Rafah Governorate.

In this part, the researchers made a presentation on the three hospitals, indicating the nature of the health services provided in each of them, which shows through the presentation its representation to all areas of service that are working on the Palestinian Ministry of Health to be delivered to the public of citizens in the southern Palestinian provinces, which includes all medical services and supportive medical services and what you need To him from administrative and logistical services, where researchers also found out through this offer that each of the three hospitals represents an integrated administrative and service, taking into account the differences in capabilities and capabilities between them, which are covered in the field of health service, other health facilities scattered in the southern Palestinian provinces, whether it is The Palestinian Ministry of Health or other parties are affiliated with coordination with it.

Second: The Reality of Administrative Excellence in the Three Hospitals

The subject of the research revolves around achieving administrative excellence by applying it to the three major hospitals in the Gaza Strip, which are (the Indonesian Hospital, Al-Shifa Medical Complex, and the European Gaza Hospital). Employees and

clients, as well as the content analysis approach, which is based on analyzing the clear meanings of documents related to the research topic.

The researchers studied the documents related to the subject of the research to build a more comprehensive perception of the problem in question. The researchers also conducted the preliminary study on a stratified sample within the research community in the three hospitals specified in the field of research application through a survey designed specifically for this purpose.

The researchers conducted the desk study, the personal interview, and the distribution and collection of a preliminary survey that the researchers designed to obtain the opinions of the largest possible number of stakeholders in the subject of the research, including executive managers and heads of departments, in order to benefit as much as possible in the process of analyzing secondary data from the reality of the three hospitals, to determine at the outset the size of Hospitals and their geographical distribution, and the medical departments located in them, with the aim of determining the size of the problem that the government health work sector suffers from, in order to determine the most suitable hospitals for application.

Methodology and Procedures:

The methodology and procedures of the study are considered a main axis through which the applied side of the study is accomplished, and through which the data required to conduct the statistical analysis are obtained to reach the results that are interpreted in the light of the study literature related to the subject of the study, and thus achieve the goals that the study seeks to achieve.

Accordingly, the research dealt with a description of the approach used, the community and the study sample, as well as the study tool used, the method of preparing it, how to build and develop it, and the extent of its validity and stability, and ends with the statistical treatments that were used in analyzing the data and drawing the results.

First - Study Methodology: In order to achieve the objectives of the study, the researchers used the analytical descriptive approach, through which it tries to describe the phenomenon under study, analyze its data, and the relationship between its components, the opinions that are raised about it, the processes that it includes, and the effects that it causes.

Al-Hamdani (2006) defines the analytical descriptive approach as "the approach that seeks to describe contemporary or current phenomena or events. We study it and the times we use it to collect data."

The researchers used two main sources of information:

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

Second / Study Population: the study population is defined as all the vocabulary of the phenomenon that the researchers study, and based on the study problem and its objectives, the target community consists of all employees working in Palestinian hospitals in the southern Palestinian governorates during the year 2022, which are: (Al-Shifa Medical Complex, Indonesian Hospital, and Hospital (European Gaza Strip) of (320) male and female employees in the category of (hospital directors, department managers, heads of departments, and computer engineers). Other hospitals were excluded for reasons that are not consistent with the formulas of the researchers' selection of the study population, which are as follows:

- The three hospitals cover the largest governorates in the Gaza Strip.
- In each of them there are different departments and beds for the patients to sleep.
- There are emergency departments, outpatient clinics, a blood bank, laboratories, pharmacies, stores, and specialized medical departments, in which ordinary surgeries are performed, as well as qualitative, dangerous and delicate surgeries.
- It includes the largest number of male and female employees, and from all job categories.
- The Nasser Medical Complex was excluded from the study population because it is similar in its material and service capabilities to Al-Shifa Medical Complex.
- In this distribution, the sample members were consulted with the Director of the Doctors Department in the General Administration of Hospitals in the Ministry of Health in Gaza, and the former Deputy Director General of Hospitals, who confirmed that the distribution of the sample members in this way includes the geographical dimensions of the health services provided by the Ministry of Health in the southern Palestinian governorates, and includes diversity Service within all areas of service provided to the public.

Third, The Study Sample: The study sample consists of the following:

- A. **Exploratory Sample:** The sample of the exploratory study consisted of (40) questionnaires, randomly selected from employees in Palestinian hospitals in the southern Palestinian governorates, namely: (Al-Shifa Medical Complex, the Indonesian Hospital, and the European Gaza Hospital) for the purpose of rationing the study tool, and verifying its validity for application to The original sample, and they were excluded from the study sample to which it was applied.
- B. **The "Actual" Original Sample:** The researchers used the stratified random sampling method according to the Palestinian hospitals in the southern Palestinian governorates, which are: (Al-Shifa Medical Complex, the Indonesian Hospital, and the European Gaza Hospital), where 320 questionnaires were distributed to the study population, and (279) questionnaires were

retrieved At a rate of (87.2%), the sample size was calculated, as the appropriate sample size in this case was equal to at least 278.

Fourth: Study Tool:

A questionnaire was prepared on "The Reality of Applying Standards of Administrative Excellence in Major Hospitals in the Southern Governorates of Palestine", as it consists of three main sections:

The First Section: It is the personal and organizational data about the respondents (age group, gender).

The Second Section: which is a phrase about The Reality of Applying Standards of Administrative Excellence in Major Hospitals in the Southern Governorates of Palestine, and it consists of 26 paragraphs, divided into 5 areas:

The First Field: change leadership, and it consists of (5) paragraphs.

The Second Field: the continuous improvement strategy, and it consists of (5) paragraphs.

The Third Field: competence, and it consists of (5) paragraphs.

The Fourth Field: Enhancing orientation towards the beneficiaries of the health service, and it consists of (5) paragraphs.

The Fifth Field: Enhancing the building of organizational culture, and it consists of (6) paragraphs.

A five-point Likert scale was used to measure the respondents' responses to the questionnaire items, according to the following table:

Table 1: Five-point Likert scale scores

Response Degree	Unacceptable	Weak	Good	Very Good	Excellent
	1	2	3	4	5

Steps to build the questionnaire:

The researchers prepared the study tool to find out "The reality of applying standards of administrative excellence in major hospitals in the southern governorates of Palestine", and the questionnaire was presented in its initial form to a group of arbitrators, and in the light of the opinions of the arbitrators, some paragraphs of the questionnaire were modified in terms of deletion, addition and modification, so that the questionnaire settled in its final image.

Fifth: The Validity of the Questionnaire:

The validity of the questionnaire was confirmed in two ways:

- The Veracity Of The Arbitrators "Virtual Honesty":** the arbitrators' honesty means "that the researchers choose a number of arbitrators specialized in the field of the phenomenon or the problem under study" (Al-Jerjawi, 2010) where the questionnaire was presented to a group of arbitrators, and the researchers did the necessary From deletion and modification in the light of the proposals submitted, and thus the questionnaire came out in its final form.
- Validity Of The Scale:** It includes the following:

First: Internal Validity: Internal consistency honestly means the consistency of each paragraph of the questionnaire with the field to which this paragraph belongs. The researchers calculated the internal consistency of the questionnaire by calculating the correlation coefficients between each paragraph of the questionnaire fields and the total score for the same domain.

The Results of Internal Consistency of Administrative Excellence in Major Hospitals in the Southern Palestinian Governorates:

The following table shows the correlation coefficient between each paragraph of the areas of administrative excellence and the total score for each dimension, which shows that the correlation coefficients shown are a function at a significant level ($\alpha \leq 0.05$).

Table 2: the results of the validity of the internal consistency of the dimensions of administrative excellence

No.	R	SIG.	No.	R	SIG.	No.	R	SIG.	No.	R	SIG.
Change Leadership.			Applying A Continuous Improvement Strategy.			Efficiency.			Directing The Beneficiaries Of The Health Service.		
1	.818	*0.000	1	.865	*0.000	1	.681	*0.000	1	.772	*0.000
2	.806	*0.000	2	.901	*0.000	2	.771	*0.000	2	.792	*0.000
3	.784	*0.000	3	.824	*0.000	3	.820	*0.000	3	.811	*0.000
4	.779	*0.000	4	.851	*0.000	4	.827	*0.000	4	.796	*0.000
5	.829	*0.000	5	.787	*0.000	5	.630	*0.000	5	.861	*0.000
Building Organizational Culture.											
1	.854	*0.000									
2	.853	*0.000									
3	.824	*0.000									
4	.838	*0.000									
5	.837	*0.000									
6	.743	*0.000									

* The correlation is statistically significant at the level of significance ($\alpha \leq 0.05$).

Second: Structure Validity: Structure validity is considered one of the measures of the validity of the tool, which measures the extent to which the objectives that the tool wants to reach, and shows the extent to which each field of study is related to the total score of the questionnaire items.

The following table shows that all correlation coefficients in all domains of the questionnaire are statistically significant at a significant level ($\alpha \leq 0.05$), and thus all domains of the questionnaire are considered true to what they were set to measure.

Table 3: the correlation coefficient between the score of each domain of the questionnaire and the total score of the questionnaire

The Hub	Pearson Correlation Coefficient	Probability Value (Sig.)
Change Leadership.	.905	*0.000
Applying A Continuous Improvement Strategy.	.837	*0.000
Efficiency.	.908	*0.000
Directing The Beneficiaries Of The Health Service.	.911	*0.000
Building Organizational Culture.	.952	*0.000

* The correlation is statistically significant at the level of significance ($\alpha \leq 0.05$).

Sixth: Reliability:

The stability of the questionnaire means that the questionnaire gives the same results if it is reapplied several times in succession, and it also means to what degree does the scale give close readings each time it is used, or what is the degree of its consistency, consistency and continuity when it is used repeatedly at different times (Al-Jerjawi, 2010).

The researchers verified the stability of the study questionnaire through Cronbach's Alpha Coefficient, and the results were as shown in the following table:

Table 4: Cronbach's alpha coefficient to measure the stability of the resolution

The Hub	The Number Of Paragraphs	Cronbach's Alpha Coefficient
Change Leadership.	5	0.904
Applying A Continuous Improvement Strategy.	5	0.933
Efficiency.	5	0.859
Directing The Beneficiaries Of The Health Service.	5	0.909
Building Organizational Culture.	6	0.910
Administrative Excellence In Major Hospitals In The Southern Palestinian Governorates	26	0.964

It is clear from the results shown in the previous table that the value of Cronbach's alpha coefficient is high for each domain, ranging between (0.859, 0.933), while it reached (0.964) for all paragraphs of the resolution, and this means that the stability is high and statistically significant. Thus, the questionnaire can be distributed. The researchers have confirmed the validity and stability of the study questionnaire, which makes him fully confident in the validity and validity of the questionnaire to analyze the results, answer the study questions and test its hypotheses.

Data Analysis and Hypothesis Testing

Statistical description of the study sample according to personal and organizational data:

Below is a presentation of the characteristics of the study sample according to personal and organizational data:

Table 5: Distribution of the study sample according to personal and organizational data

		The Number	Percentage%
Age Group	less than 30	81	29.0
	From 30 to less than 40	105	37.6
	From 40 to less than 50	71	25.4
	50 and over	22	7.9
The Total		279	100.0
Gender	Male	187	67.0
	Female	92	33.0
The Total		279	100.0

It is clear from the previous table that 29.0% are under the age of 30 years, and 37.6% are between the ages of 30-less than 40 years, 25.4% are between the ages of 40-less than 50 years, while 7.9% are 50 years or more. These differences are due to the political division that occurred in 2007. A large number of employees stopped working - despite receiving salaries from the government in

Ramallah - which led to job vacancies in all government sectors, including the health sector. Therefore, we find that the two age groups are 40 years and less. They represent (66.6%) of the study sample, as the previous table shows that (60.2%) of the study sample were appointed after the occurrence of the political division and their service did not exceed ten years. And that there are a number of employees, and they are few compared to others who have reached the age of 40 years or more, and they represent (33.3%). It is also clear from the previous table that employees in the health sector are mostly young people, as those whose credits are less than 40 years old reach (66.6%), which means the need for manpower in the health sector for education and training, especially if we find that (60.2%) of them have a shorter period of service More than 10 years, and this indicates that investment in education and training in this important government sector will bring good results to society, since this segment will remain in service for a period of up to or more than twenty years.

It is clear from the previous table that 67.0% of the study sample are males, and 33.0% are females, and this is due to the fact that the Palestinian society is a male-dominated society in which the man bears the burdens of the family, and that it takes into account in the employment processes in the health sector that a greater percentage of males is taken compared to females, due to the ability of males To work in the medical departments for both males and females, and I am able to bear the workloads of staying overnight and watching over the comfort of patients. And that the Palestinian society accepts the issue of women working if she desires to do so, and this percentage (33.0%) is not considered a low percentage when compared to other Arab societies, as many working women prefer to devote themselves to the home and family if the family income is sufficient to meet the needs.

Analysis of the Questionnaire Paragraphs

To analyze the items of the questionnaire, the arithmetic and relative mean, standard deviation, and the T-test were used for one sample to see whether the average degree of response reached the average approval score, which is 3 or not. If $\text{Sig} > 0.05$ (Sig is greater than 0.05), then the average of the individuals' opinions about the phenomenon under study is not substantially different from agreeing with an average degree of 3, but if $\text{Sig} < 0.05$ (Sig is less than 0.05), then the average of the individuals' opinions differs substantially from the degree of agreement. The average, in which case it is possible to determine whether the average response is substantially more or less than the average approval score. If the value of the test is positive, it means that the arithmetic average of the answer is more than the average degree of approval, and vice versa.

1. Analysis of the paragraphs of "The Reality of Applying Standards of Administrative Excellence in Major Hospitals in the Southern Governorates of Palestine":

A. Analysis of paragraphs in the field of "leading change"

The arithmetic and relative mean, standard deviation, and (T- Test) were used to find out whether the average response score reached the mean agreement score of 3 or not. The results are shown in the following table:

Table 6: the arithmetic and relative mean, standard deviation, and (T- Test) for each paragraph of the field of "Change Leadership"

#	Statement	SMA	Standard Deviation	The Relative Arithmetic Mean	Ranking
1.	The difference in performance between individuals is taken into account.	2.76	1.30	55.27	5
2.	Those who resist change are dealt with wisely.	2.84	1.01	56.82	3
3.	Management engages employees in the organization's vision for change management.	2.81	1.02	56.20	4
4.	Encourages senior management to adopt a team-building strategy.	2.86	0.97	57.26	2
5.	Senior management can benefit from different experiences in leading change.	3.08	1.13	61.67	1
All paragraphs of the field together		2.87	0.82	57.43	

* The arithmetic mean is statistically significant at the level of significance at ($\alpha \leq 0.05$).

The following is evident from the previous table:

- The arithmetic mean for the fifth paragraph, "The senior management is able to benefit from various experiences in leading change," is 3.08 (total score out of 5), meaning that the relative arithmetic mean is 61.67%, and this means that there is a moderate degree of agreement by the respondents on this paragraph.
- The arithmetic mean for the first paragraph, "the difference in performance between individuals is taken into consideration," is 2.76, meaning that the relative arithmetic mean is 55.27%, and this means that there is a medium degree of agreement by the respondents on this paragraph.
- In general, it can be said that the arithmetic mean is 2.87, and the relative arithmetic mean is 57.43%, and this means that there is a medium degree of agreement by the respondents on the paragraphs of this field.

The researchers attribute this to the respondents' realization that change is linked to political changes and not as a result of enhancing administrative excellence in major hospitals in the southern Palestinian governorates. Therefore, we find that the respondents' response does not differ from the average degree of approval, noting that the awareness of the sample members of the need to

enhance administrative excellence in major hospitals In the southern Palestinian governorates, it will enable senior management to take into account the difference between the elements of human resources.

These results agreed with the study of (Kumar et al., 2016): which concluded that operations should be re-engineered in order for change to achieve the desired results, and the study of (Russell et al., 2010), which indicated that the special initiatives offered by some employees contribute to leadership An unexpected change in the level of performance puts the organization at an advanced level among competitors.

B. Analysis of paragraphs in the field of "continuous improvement strategy":

The arithmetic and relative mean, standard deviation, and (T- Test) were used to find out whether the mean score of the response reached the median approval score of 3 or not. The results are shown in the following table:

Table 7: The arithmetic and relative mean, standard deviation, and (T-test) for each paragraph of the "Continuous Improvement Strategy" field

#	Statement	SMA	Standard Deviation	The Relative Arithmetic Mean	Ranking
1.	The management procedures in the hospital contribute to reducing the time required to complete the work.	3.06	1.28	61.24	4
2.	Work procedures contribute to communication with the public to improve the service provided to them.	3.17	1.01	63.43	2
3.	Accuracy level is improved, error prevention.	3.07	1.01	61.40	3
4.	The administration works in the hospital to achieve cooperation and compatibility among the employees.	3.06	0.99	61.18	5
5.	Senior management employs an orientation towards continuous improvement.	3.30	1.19	65.93	1
All paragraphs of the field together		3.13	0.84	62.64	

* The arithmetic mean is statistically significant at the level of significance at ($\alpha \leq 0.05$).

The following is evident from the previous table:

- The arithmetic mean for the fifth paragraph, "The senior management works to promote the trend towards continuous improvement," is 3.30 (total score out of 5), meaning that the relative arithmetic mean is 65.93%, and this means that there is a moderate degree of agreement by the respondents on this paragraph.
- The arithmetic mean for the fourth paragraph, "The hospital's senior management works to achieve cooperation and agreement among employees," is 3.06, meaning that the relative arithmetic mean is 61.18%, and this means that there is a medium degree of agreement by the respondents on this paragraph.
- In general, it can be said that the arithmetic mean is 3.13, and the relative arithmetic mean is 62.64%, and this means that there is a medium degree of agreement by the respondents on the paragraphs of this field.

The researchers attribute this to the growing desire of the members of the study community to improve their skills, abilities, and performance, as this is related to the career path, and therefore the study community members showed great enthusiasm towards achieving continuous improvement in hospitals.

These results agreed with the study (Radi, 2015), which concluded that there is a direct relationship between the use of the European model of excellence and the improvement of institutional performance, and the study (Klara & Joseph, 2009), which urged care to retain employees as much as possible and that getting rid of them is not inevitable, which requires The need to continuously improve their skills in response to global changes and competition challenges.

C. Analysis of paragraphs in the field of "efficiency"

The arithmetic and relative mean, standard deviation, and (T- Test) were used to find out whether the average response score reached the mean approval score, which is 3. The results are shown in the following table:

Table 8: The arithmetic and relative mean, standard deviation, and (T- Test) for each paragraph of the "Proficiency" field

#	Statement	SMA	Standard Deviation	The Relative Arithmetic Mean	Ranking
1.	The level of service provided to the public is improved.	2.91	1.14	58.25	5
2.	The hospital is working to reduce the cost of investment in medical equipment.	2.95	1.05	58.98	4
3.	There is the ability to meet the needs of the audience of beneficiaries.	3.04	0.94	60.81	2
4.	The hospital works to reduce the expenses used in providing services.	2.99	0.99	59.71	3
5.	Waste in medical expenses and consumables is reduced.	3.23	1.02	64.53	1
All paragraphs of the field together		3.02	0.78	60.46	

* The arithmetic mean is statistically significant at the level of significance at ($\alpha \leq 0.05$).

The following is evident from the previous table:

- The arithmetic mean for the fifth paragraph, "waste is reduced in medical expenses and consumables," is 3.23 (total score out of 5), meaning that the relative arithmetic mean is 64.53%, and this means that there is a medium degree of agreement by the respondents on this paragraph.
- The arithmetic mean for the first paragraph "The level of service provided to the public is being improved" is 2.91, meaning that the relative arithmetic mean is 58.25%, and this means that there is a medium degree of agreement by the respondents on this paragraph.
- In general, it can be said that the arithmetic mean is 3.02, and the relative arithmetic mean is 60.46%, and this means that there is a moderate degree of agreement by the respondents on the paragraphs of this field.

The researchers attribute this to the varying perceptions of the members of the study group in achieving competence due to the variation in job positions, educational qualifications, and experience for each of them.

These results agreed with the study (Kumar et al., 2016) that enhancing administrative excellence in major hospitals in the southern Palestinian governorates contributes to a significant decrease in the time allotted for carrying out tasks.

D. Analysis of paragraphs in the field of "orientation to health service beneficiaries":

The arithmetic and relative mean, standard deviation, and (T-test) were used to find out whether the mean score of the response reached the mean approval score of 3 or not. The results are shown in the following table:

Table 9: The arithmetic and relative mean, standard deviation, and (T-test) for each paragraph of the field "Orientation to Health Service Beneficiaries"

#	Statement	SMA	Standard Deviation	The Relative Arithmetic Mean	Ranking
1.	Policies that support orientation to beneficiaries are put in place.	2.85	1.03	57.09	5
2.	Beneficiaries are provided with information to help them make their decisions.	2.99	1.02	59.71	4
3.	Attention to serving patrons is improved.	3.04	0.96	60.80	2
4.	Each episode in the course is identified and evaluated to achieve superior results.	3.08	0.96	61.53	1
5.	The entire cycle is analyzed to gain a better understanding of how to manage the service flow from start to finish.	3.04	0.99	60.73	3
All paragraphs of the field together		3.00	0.74	59.96	

* The arithmetic mean is statistically significant at the level of significance at ($\alpha \leq 0.05$).

The following is evident from the previous table:

- The arithmetic mean for the fourth paragraph "Each episode in the course is identified and evaluated to achieve superior results" equals 3.08 (total score out of 5), meaning that the relative arithmetic mean is 61.53%, and this means that there is a medium degree of agreement by the respondents on this paragraph.
- The arithmetic mean for the first paragraph, "Policies that support the orientation of beneficiaries are put in place," is 2.85, meaning that the relative arithmetic mean is 57.09%, and this means that there is a medium degree of agreement by the respondents on this paragraph.
- In general, it can be said that the arithmetic mean is 3.00, and the relative arithmetic mean is 59.96%, and this means that there is a moderate degree of agreement by the respondents on the paragraphs of this field. This is due to the fact that hospitals provide free services according to government policy, and these organizations do not care about the orientations of the beneficiaries of health services, as is the case in business organizations.

The researchers attribute this to the strategic directions of the Ministry of Health towards continuing to improve the quality of health services provided to the public in the Gaza Strip. However, hospitals run by the Ministry of Health cannot be viewed as institutions belonging to business organizations that put consumer trends at the center of their attention, since consumer tastes are what determine Marketing opportunities for the organization and improving the volume of its profits, as the interest of the public sector comes as a matter of legal responsibility to protect society, so the national health strategy is keen to provide health services, taking into account the comfort of patients and providing the highest levels of satisfaction among the beneficiaries of services according to the available capabilities.

These results agreed with the study of (Al-Buhaisi, 2014), which recommended the necessity of adopting strategic goals for leadership that works to meet the demands of the public.

E. Analysis of paragraphs in the field of "Building Organizational Culture"

The arithmetic and relative mean, standard deviation, and (T- Test) were used to find out whether the average response score reached the mean agreement score of 3 or not. The results are shown in the following table:

Table 10: The arithmetic and relative mean, standard deviation, and (T-test) for each paragraph of the field of “Building Organizational Culture”

#	Statement	SMA	Standard Deviation	The Relative Arithmetic Mean	Ranking
1.	An organizational culture that supports administrative excellence is established.	2.94	1.23	58.76	5
2.	The [senior management] performs the rotation in the supervisory positions.	2.97	1.10	59.41	4
3.	Senior management invests a system in bringing about a qualitative change in the communication system.	3.00	0.99	60.00	3
4.	Senior management invests in changing administrative practices, including attending meetings and agendas.	3.01	0.97	60.22	2
5.	Senior management invests in establishing a new reward system that enhances the organizational culture.	2.73	1.04	54.62	6
6.	Senior management relies on restructuring and organization.	3.07	1.13	61.45	1
All paragraphs of the field together		2.93	0.81	58.58	

* The arithmetic mean is statistically significant at the level of significance ($\alpha \leq 0.05$).

The following is evident from the previous table:

- The arithmetic mean for the sixth paragraph, "senior management relies on restructuring and organization," is 3.07 (total score out of 5), meaning that the relative arithmetic mean is 61.45%, and this means that there is a moderate degree of agreement by the respondents on this paragraph.
- The arithmetic mean for the fifth paragraph, "Senior management invests in establishing new reward systems that enhance organizational culture," is 2.73, meaning that the relative arithmetic mean is 54.62%, and this means that there is a medium degree of agreement by the respondents on this paragraph.
- In general, it can be said that the arithmetic mean is 2.93, and the relative arithmetic mean is 58.58%, and this means that there is a moderate degree of agreement by the respondents on the paragraphs of this field.

The researchers attribute this to the uneven awareness of the members of the study community of the importance of organizational culture in promoting administrative excellence.

These results agreed with some of the study (Al-Buhaisi, 2014) in terms of the need for organizational culture as an entry point to support excellence programs, and the study of (Russell et al., 2010), which concluded that governments are increasingly biased towards cultures that are more competitive, and that performance It varies from one unit to another with the effect of organizational culture, and that the imbalance in institutional performance is fixed through organizational culture, which clearly confirms the importance of strengthening organizational culture as an entry point for improving performance in health services.

F. Analysis of all items: administrative excellence in major hospitals in the southern Palestinian governorates

The arithmetic and relative mean, standard deviation, and (T- Test) were used to find out whether the average response score reached the mean agreement score of 3 or not. The results are shown in the following table:

Table 11. The arithmetic and relative mean, standard deviation, and (T-test) for all items of “Administrative Excellence in Major Hospitals in the Southern Palestinian Governorates”

Statement	SMA	Standard Deviation	The Relative Arithmetic Mean	Ranking
Change Leadership.	2.87	0.82	57.43	5
Applying A Continuous Improvement Strategy.	3.13	0.84	62.64	1
Efficiency.	3.02	0.78	60.46	2
Directing The Beneficiaries Of The Health Service.	3.00	0.74	59.96	3
Building Organizational Culture.	2.93	0.81	58.58	4
All paragraphs of "Administrative Excellence in Major Hospitals in the Southern Palestinian Governorates"	2.99	0.70	59.79	

* The arithmetic mean is statistically significant at the level of significance at ($\alpha \leq 0.05$).

From the previous table, it was found that the arithmetic mean for all items of administrative excellence in the major hospitals in the southern Palestinian governorates is equal to 2.99 (total score out of 5), meaning that the relative arithmetic mean is 59.79%, and this means that there is a medium agreement by the respondents on the items of administrative excellence in hospitals. Major in the southern Palestinian governorates in general.

The researchers attribute this to several reasons, as follows:

- The discrepancy in academic qualifications, years of service, and professional specializations made the process of realizing the nature of administrative excellence uneven from one person to another.

- The change depends on administrative procedures aimed at filling the deficit in some administrative and professional positions and is not linked to a clear plan. Therefore, the change of the members of the study community is not related to the pursuit of the hospital management to achieve administrative excellence.
- These results are consistent with the study (Russell et al., 2010), which concluded that the special initiatives offered by some employees contribute to driving change at an unexpected level of performance.
- The process of applying the continuous improvement strategy is related to the development processes that take place in hospitals in general, as they are given special attention as a result of times of war, when they receive grants and development aid, and this is tangible in increasing their number and improving the level of service provided to the public. This improvement is linked to the plan of the Palestinian Ministry of Health and its vision towards reducing From treatment abroad due to the obstacles to travel for patients resulting from the continued imposition of the blockade on the Gaza Strip and the costs of expensive treatment, and the ability of the Ministry of Health to receive specialized doctors from time to time who provide training for local doctors who participate with them in conducting rare surgeries, which enables them with time to conduct it themselves.
- The health sector faced a good number of suffocating crises, which were represented by the continuation of the blockade and its impact on the lack of medical supplies, the continuation of the political division and the successive wars on the Gaza Strip, which significantly increased their efficiency within the framework of national responsibility and the human values that characterize them, and this is recognized by everyone and touched by individuals. Study community.
- The health sector is a service sector that does not aim to make a profit, and therefore the application of the customer orientation policy used in the business sector will not bring profit to the Ministry of Health in the southern Palestinian governorates because the ministry is basically non-profit and health services provided to the public are often free services and below the real cost level However, the absence of enhancing administrative excellence in major hospitals in the southern Palestinian governorates deprives the Ministry of Health of its most important tools in striving towards achieving administrative excellence through the application of a policy of beneficiary orientation.
- These results agree with the study of (Al-Buhaisi, 2014), which concluded that it is necessary to work to meet the requests of the public requesting the service, and the study of (Al-Shawadfi, 2012), which concluded that the content of the service provided to the beneficiaries can contribute to the evaluation of performance.
- The organizational culture in the hospitals of the Palestinian Ministry of Health in the Gaza Strip was formed cumulatively and resulted from a legacy of values reinforced by the previously mentioned challenges.

These results are consistent with the study (Al-Buhaisi, 2014), which concluded that there is a need for organizational culture and sharing of information to achieve administrative excellence, and to increase courses that are concerned with introducing employees to the concept of excellence and adopting it as a strategy, and increasing financial allocations that support excellence programs, and the study of (Russell et al. , 2010), which concluded that the organizational culture is a sub-culture in itself, within a group of major cultures, and therefore the organizational culture is clearly influenced by the national culture, and that governments that accept change in the market are increasingly biased towards the most competitive cultures, and confirmed The study focused on the difficulty of determining the level of organizational performance due to the overlapping of elements and the diversity of evaluation criteria and results that the health sector aspires to reach, and that performance varies from one unit to another due to the influence of organizational culture, and that the imbalance in institutional performance is treated through organizational culture.

Testing and Discussing the Hypotheses of the Study

Ho₁: There are no statistically significant differences at the level ($\alpha \leq 0.05$) between the averages of the respondents' opinions about The reality of applying standards of administrative excellence in major hospitals in the southern governorates of Palestine, due to personal and organizational data (Age Group, Gender).

The following sub-hypotheses are derived from it:

Ho_{1.1}: There are no statistically significant differences at the level ($\alpha \leq 0.05$) between the averages of the respondents' opinions about the reality of applying standards of administrative excellence in major hospitals in the southern governorates of Palestine due to The Age Group variable.

Table 12: The results of the "one-way variance" test - Age Group

Field Of Application In The Hospital	An Average				Test Value	Probability Value (Sig.)
	less than 30	From 30 - less than 40	From 40 to less than 50	50and over		
Change Leadership.	2.81	2.84	2.92	3.10	0.858	0.463
Applying A Continuous Improvement Strategy.	2.97	3.11	3.27	3.37	2.248	0.083
Efficiency.	2.92	3.05	3.06	3.21	1.009	0.389

Directing The Beneficiaries Of The Health Service.	2.95	2.95	3.07	3.18	0.996	0.395
Building Organizational Culture.	2.87	2.91	2.92	3.26	1.366	0.254
Administrative Excellence In Major Hospitals In The Southern Palestinian Governorates	2.91	2.97	3.04	3.22	1.414	0.239
All Fields Together	2.87	2.98	3.00	3.17	1.351	0.258

* The difference between the average statistics at the level of significance ($\alpha \leq 0.05$).

The "T-test for two independent samples" was used to see if there were statistically significant differences, which is a parametric test suitable for comparing the averages of two sets of data. Also, the "one-way variance" test was used to see if there were statistically significant differences. This test is parametric and is suitable for comparing 3 or more averages.

From the results shown in the previous table, it can be concluded that there are no statistically significant differences at the level ($\alpha \leq 0.05$) between the averages of the respondents' opinions about The Reality of Applying Standards of Administrative Excellence in Major Hospitals in the Southern Governorates of Palestine due to the age group.

H01-2: There are no statistically significant differences at the level ($\alpha \leq 0.05$) between the averages of the respondents' opinions about the reality of applying standards of administrative excellence in major hospitals in the southern governorates of Palestine, due to the gender variable.

Table 13: The results of the "T-test for two independent samples" - Gender

The Hub	An Average		Test Value	Probability Value (Sig.)
	Male	Female		
Change Leadership.	2.91	2.80	0.990	0.323
Applying A Continuous Improvement Strategy.	3.11	3.18	0.613	0.520
Efficiency.	3.04	2.99	0.456	0.649
Directing The Beneficiaries Of The Health Service.	3.01	2.97	0.421	0.674
Building Organizational Culture.	2.95	2.88	0.704	0.482
Administrative Excellence In Major Hospitals In The Southern Palestinian Governorates	3.00	2.97	0.403	0.687

From the results shown in the previous table, it was found that the probability value (Sig.) corresponding to the "T" test for two independent samples is greater than the level of significance of 0.05 for all domains and domains combined together. Together they are attributed to gender.

Conclusion and Recommendations

Conclusions

The theoretical results of the researchers can be summarized as follows:

A. Theoretical Results:

The theoretical results reached by the researchers can be summarized as follows:

- The researchers conclude from the theoretical study that there are multiple approaches used to achieve administrative excellence, such as the European model of excellence, the American model of excellence, and the Japanese model of excellence, and that the degree of flexibility between these models provides the possibility of applying them in all business and service sectors, whether for-profit or non-profit.
- The researchers found that the essence of the administrative excellence process is based on human resources, and that human resource management is more effective in the event of enhancing administrative excellence in major hospitals in the southern Palestinian governorates, through which administrative excellence can be achieved.
- The researchers found that achieving administrative excellence in the field of change leadership, in the field of applying the continuous improvement strategy, in the field of achieving efficiency, in the field of directing the service beneficiaries and service users, and in the field of spreading organizational culture.

B. Applied Results:

In the following, the researchers present the most important results of the applied study that the study reached, as follows:

The component of achieving administrative excellence includes a group of areas in which the results of the applied study were as follows:

- The results of the applied study showed that the study sample agreed with a percentage of (57.43%) about "change management in the hospital", and their agreement reached a percentage of (61.67%).

- The results of the applied study showed that the study sample agreed with a percentage of (62.64%) on "implementing the continuous improvement strategy in the hospital", and their agreement came with a percentage of (65.93%).
- The results of the applied study showed that the study sample agreed with a percentage of (60.46%) on "achieving efficiency in the hospital", and their agreement came with a percentage of (64.53%).
- The results of the applied study showed that the study sample agreed with a percentage of (59.96%) on "enhancing the orientation of the beneficiaries of the health service", and their agreement reached a percentage of (61.53%).
- The results of the applied study showed that the study sample agreed with a percentage of (58.58%) on "enhancing the building of organizational culture", and they agreed with a percentage of (61.45%).

C. Study Hypothesis Test Results:

The researchers present the results of the field study related to testing the hypotheses of the study:

- It was proved that the hypothesis was not valid, that there are no statistically significant differences between the respondents' responses about (the reality of administrative excellence) in the hospitals of the Ministry of Health in the southern Palestinian governorates due to the demographic variable (age group).
- The hypothesis was proved that there are no statistically significant differences between the respondents' responses about (the reality of achieving administrative excellence) in the hospitals of the Ministry of Health in the southern Palestinian governorates due to the demographic variable (gender).
-

Recommendations

In light of the results, there are a set of recommendations, as follows:

- Taking into account the difference in performance between individuals, dealing wisely with those who resist change, involving employees in setting the hospital's vision for managing change and implementing the strategy of building work teams, and benefiting from different experiences in leading change.
- The need to strengthen the collective orientation towards continuous improvement, in order to create an organizational environment supportive of the work of quality and quality groups.
- Establishing an organizational culture that supports administrative excellence, in a way that contributes to changing administrative practices, including attending meetings and agendas.
- Developing a system of rewards to enhance the organizational culture to serve restructuring and organization, controlling work and participating in achieving the desired administrative excellence.
- Organizational culture must show interest in social and national responsibility because of its impact on the behavior of workers in general, especially in emergency and crisis conditions and linking it to the value and ethical framework of society to get out of the framework of textual commitment to regulations, systems and laws to the framework of commitment within the framework of ethical, community and national responsibility.

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