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Trends of Palestinian Higher Educational Institutions in Gaza Strip as Learning Organizations

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Abstract-The research aims to identify the trends of Palestinian higher educational institutions in Gaza Strip as learning organizations from the perspective of senior management 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) employees 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 study found the following results: There is an agreement about: the importance of the focus of "organizational structure" with an average approval, the importance of "technological infrastructure" axis with high approval, and the importance of "strategic" with an average approval. The results concluded that the study sample agree on the importance of "organizational dimension" highly. The results showed that the sample believe that the "strategic leadership" level in the universities got medium-approval. There is a fair level agreement about the axis of interest "teams / committees". There is an agreement about the importance of the "human dimension" moderately. The results showed that the sample is highly agreed about the

importance of focus of the "knowledge management", and the focus of the "continuing education". They agreed weakly to somewhat about the importance of the focus of "scientific research", moderately agree about the importance of the center of "institutional culture", agree moderately on the importance of "cognitive dimension". The results showed that the sample largely agree on the importance of the focus of "strategic partnerships and alliances". They agree highly on the axis "keep up with the labor market" and on the focus of the importance of "technology incubators". The results showed that the sample moderately agree about the importance of the theme on "consulting and training", the importance of the focus of "social responsibility", and the focus of the "Community dimension".

The study found a group of recommendations including: there is a need to provide suitable environment that achieve learning organizations. There is a need to develop the technological infrastructure (hardware, software, networks, databases, and human skills) because of the great advantages that they offer. The universities need to adopt knowledge management in the academic and administrative departments because knowledge is the core of the work of these departments. The establishment of technology incubators in universities to adopt outstanding university research projects, to protect, to supports, and to market them; furthermore, to develop the capabilities and skills of employees in the field of information technology.

Index Terms- Learning organizations, the Palestinian higher educational institutions, Palestinian universities, Gaza Strip.

I. INTRODUCTION

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

The interest in the development of higher educational institutions has become an absolute necessity, and desperately need to witness the current era of scientific and technological developments in various fields of science. University higher education is the strategic balance of the movement of development in society and guides its activities and the main entrance to meet the needs of independent self-development; the fact that civilization identity of any societies are built on the basis of the increase in this strategic balance and rehired at the desired level. Looking

at the university as a locomotive comprehensive sustainable community development, which is working to improve the quality of life for humans physically, morally, and to provide the conditions and the elements of precious life, so that it could bear the burdens of independent development, including the ample opportunities for the community in order to ensure a higher utilization of the fruits of development. The university is seeking towards the development of the spirit of social and professional responsibility as a general duty, where university education is witnessing much attention at various levels in all countries of the world, as well as it is witnessing better distinct development to keep up with the individual, society, the characteristics of the scientific and technical needs of the times. Therefore it is looked to university education based on the unique role it plays in the progress of societies and development through the preparation of technical personnel, scientific, cultural, professional and human energies.

Despite the recent emergence of the higher education system in Palestine, it made a remarkable development and progress as rapidly, since the beginning of the ninth decade of the century and so far, the incomparably that this development was not in line with the trends in human development and requirements desired, The focus was on the expansion in the number of higher education institutions and various specializations and absorptive capacity, a move which led to an increase in the number of students enrolled in these universities and disciplines, with an emphasis on quantity over quality account, resulting in a lack of balance and widening the gap between institutions of higher education outputs and the business needs and requirements of the market development. This study seeks to find in a modern management topics, which form the focus of contemporary organizations in general and universities in particular. Learning organizations are one of the modern management concepts, so universities should pay attention for the members of the faculty who have the experience, skill, knowledge and have multiple scientific roles, humanitarian and social order to enhance the quality of educational services provided by the community. Given the importance of the role played by public universities in the construction of the student's personality and provide knowledge and skills that enable him to do his part, and this is linked to a large extent as provided by universities in this area.

II. RESEARCH PROBLEM

The management is the basis for the engine in the organizations and a fundamental tool for change. The success of organizations in the performance of its mission and in achieving its objectives largely depends on the efficiency of its departments. Every organization no matter how varied its activities needs distinct and effective management with the ability to prosecute the rapid societal changes and respond to the requirements of the future and keep up with its changes. Since the quantitative increase and the acceleration in higher education institutions and programs that arise often without a study of the needs of both internal and external labor market, and the spacing of the activities of these institutions for the important result of major shifts in

various economic and social areas of economic challenges. Perhaps the most important characteristic of these great transformations is the evolution of the global management thought of looking at the human element as a mere labor, to the attention of human minds as a source of knowledge, creativity, and which represents the pivot of any development. It has been accompanied by such major shifts evolution of work and performance concepts as the information and knowledge value far exceeds physical property, human capital and the balance of knowledge are key elements in knowledge management.

The progress of nations at the present time is measured by the extent of its interest in active university education and its role in the overall development. Applying total quality of education becomes an urgent requirement for interaction with the variables marked with acceleration of knowledge and technology, and of increasing competition and conflict between individuals, groups and institutions. Thus apply the concept of total quality management in higher education institutions is an urgent need to keep up with those changes, and that it can achieve the quality of education, which is a tool for development and progress, and then meet the needs of society and the labor market. There is a basic need for the development of creativity in higher education, according to the concept of (the mind's ability to form new relationships in order to actually change), employ these new relationships in order to change reality. This can be in form of basic programs for a variety of institutions of higher education and uphold the value of community, and that this diversity leads to the realization of the principle of lifelong learning. (AL-Dahshan, 2007)

III. RESEARCH QUESTIONS

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

Branching from the mean question the following sub questions:

Q1-1: Does the Palestinian universities have the organizational dimension components (organizational structure, technological infrastructure, strategy) from the perspective of senior management?

Q1-2: Does the Palestinian universities have the human dimension components (Strategic Leadership, teams / committees) from the perspective of senior management?

Q1-3: Does the Palestinian universities have the cognitive dimension components (knowledge management, continuing education, scientific research, institutional culture) from the perspective of senior management?

Q1-4: Does the Palestinian universities have the community dimension (strategic partnerships and alliances, keep up with the labor market, consulting, training, social responsibility, technology incubators) from the perspective of senior management?

Q1-5: Are there statistically significant differences between the averages of the respondent's responses about learning organizations components attributable to the name of the university.

IV. RESEARCH VARIABLES

Search variables: learning organization which consists of (4) main dimensions, namely:

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

In light of the formulated hypotheses, the search variables can be formulated as shown in Figure1.

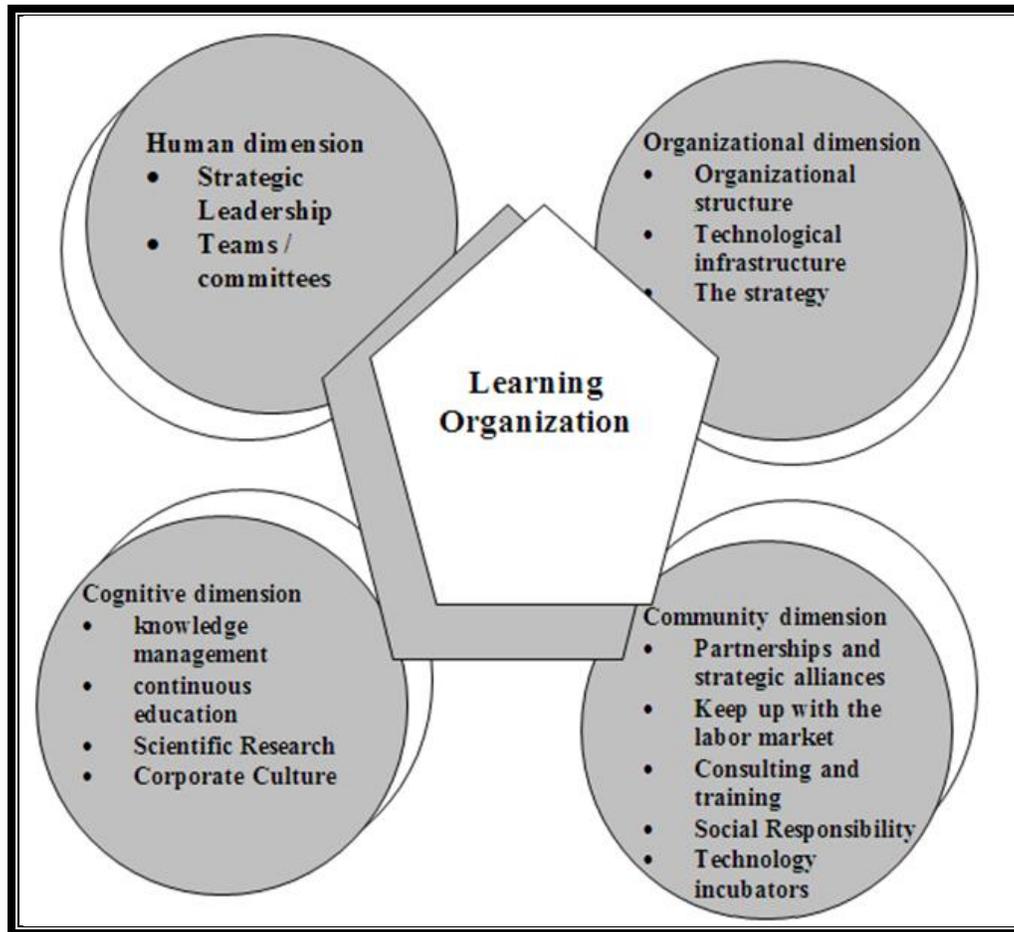


Figure1:Research variables

Source: Researchers 2017

V. RESEARCH OBJECTIVES

This research aims to achieve the following objectives:

1. Identification of learning organizations, and its importance for the universities.
2. To identify the extent to which the Palestinian universities have the components of learning organization from the perspective of senior management.
3. Disclosure of the role of the learning organization components (organizational dimension, the human dimension, the dimension of knowledge, and societal dimension) from the perspective of senior management.
4. Detect whether there are statically significant differences between the mean scores of estimation members of senior management about the axes of the research depending on the name of the university.

VI. RESEARCH IMPORTANCE

1. Highlight the theoretical importance of this study is to clarify the role of the learning organization in the Palestinian universities.
2. This study is important as this issue is modern, scientific, practical and distinct.
3. The higher education sector is one of the most important scientific sectors, as it deals with a wide range of individuals and organizations. This sector has been affected by what is happening from the scientific and technological developments, and in particular in the field of information technology, which can have a significant impact in improving the quality of university performance areas if properly used.
4. Providing scientific and practical recommendations for Palestinian universities as learning organizations.

VII. RESEARCH LIMITATIONS

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

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

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

Subject (Academic) Limit: The research was limited in the substantive alone on the attitudes of the Palestinian higher education institutions as learning organizations from the perspective of senior management in the universities of Gaza Strip.

VIII. RESEARCH METHODOLOGY

Researchers used descriptive and analytical approach because it commensurate with the nature of the research.

IX. THEORETICAL FRAMEWORK

A. *Learning organizations*

(Marquardt, 2002) said that learning organizations rely on collective method of learning, management work constantly improve their ability to manage and use knowledge, enabling individuals to learn inside and outside the organization, and the use of appropriate technology for the organization of learning and production. (Garvin et al, 2008) stated that it is the place where the staff excels in the creation, acquisition, knowledge transfer, and consists of three basic building blocks: the internal supportive environment to learn, processes and practices to learn, and the behavior of a leadership that supports and enhances learning.

The organization that meets the conditions that set it apart from other traditional organizations in terms of: educational leadership, restructuring educational, allow employees to participate and move flexibly and effectively, adopt a participation strategy, allowing providing opportunities for the exchange of knowledge, information, strategy and culture (Bryan, S, 2009). The organization that develops strategies, plans, structures, mechanisms of action is only a learning organization aiming to enhance the ability of management to adapt the organization's operations with the changes and challenges, as well as achieve its goals successfully to support and encourage continuous learning processes, self-development, and the exchange of experiences and expertise internally and externally, learning collective effective knowledge management, and the use of appropriate technology in learning and sharing knowledge (Abu-khodaier, 2006).

The learning organization is the one which has the conditions that set it apart from other traditional organizations where: continuous learning is available, query and dialogue, cooperation and collective learning, empowerment of employees towards a common vision, the development of the acquisition and post-learning systems, linking the organization to the external environment, Strategic Command (Abdel-Fattah, 2013).

X. PREVIOUS STUDIES

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

Study of (Ibrahim, 2014) that aimed to identify how the perception of managers and heads of departments in the bank as learning organization. Determine the nature of the relationship between learning organization and behavior of teams. Determine the level of discrepancy between the application and the learning organization variables and application behaviors teams. Test the achieved relationship between learning organization (shared cultural values, communication, knowledge transfer, personnel) and the characteristics and behaviors of work teams (coordination, cooperation, sharing of information, the team's performance). The study reached the following results: cultural values were not at a high nor effective level, in addition to the lack of communication with the external environment and its dependence often on the intercom as well as a lack of environmental monitoring operations which creates a gap between the institution and the environment, as follows knowledge transfer policy but faces some weaknesses. The bank enjoys a spirit of cooperation and information sharing between members

of the same team, along with the presence of aid among themselves and their dependence principle of brainstorming between the team members. There is a correlation between the impact of the learning organization and behavior of teams.

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

Study of (Aktaret al., 2013) that aimed to detect and measure the capabilities of learning organizations and competitive advantage to the oil companies. The study found the most important results of the theory underlying learning and organizational learning organizations contribute a significant contribution to achieving competitive advantage. Multiple analyses showed a correlation between independent factors of learning abilities organizations and affiliate-based competitive advantage. The learning strategies and teams contribute in achieving competitive advantage.

Study of (Gaile, 2013), which aimed to determine the external environment factors that contribute to the development of a culture of learning organizations. Taking pictures of the external environment as an assistant in the development of learning organizations. The study found the most important results of the external environment are more factors to assist in the development and dissemination of learning organization culture.

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

support of the application of the concept of learning organization in the October 6 University depending on the variant of: (gender, educational qualification, and the faculty).

XI. RESEARCH METHODOLOGY AND PROCEDURES

A. *Research Methodology:*

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

B. *Population and study sample:*

The study population is the entire vocabulary phenomenon studied by researchers, who have been the subject of the study problem. Based on the subject of the study, its problem, and objectives the targeted community may be define in all employees from senior management in the universities of Gaza Strip (the Islamic University and Al-Azhar University, Al-Aqsa University), and the total number of senior management in the universities of the study of the Year (2017) are (344) employees. The researchers used a sample stratified random approach, the total number of senior management was (182) employees. An exploratory sample of (30) questionnaires were distributed to test the internal consistency, honesty constructivist, and the stability of the questionnaire. After making sure of the validity and integrity of the questionnaire for the test (135) questionnaires were distributed to senior management, and the return rate was 69.2%. Table No. 1 shows the distribution of the population and the study sample in the three universities under study.

Table 1: Distribution of population and the study sample

| N. | University | Study sample | Study population |
|--------------|---------------------|--------------|------------------|
| 1. | Islamic University | 60 | 114 |
| 2. | Al-Azhar University | 61 | 115 |
| 3. | Al-Aqsa University | 61 | 115 |
| Total | | 182 | 344 |

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

C. Research sample characteristics:

The statistical description of the sample according to the characteristics and personality traits

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

Table 2: the statistical description of the sample according to the characteristics and demographic variables (n = 135)

| Characteristics and demographic variables | | Study sample | |
|---|---------------------|--------------|------|
| | | Count | % |
| Place of Work | Islamic University | 52 | 38.5 |
| | Al-Azhar University | 37 | 27.4 |
| | Al-Aqsa University | 46 | 34.1 |
| Qualifications | Ph.D. | 47 | 34.8 |
| | M.S. | 63 | 46.7 |
| | B.S. | 25 | 18.5 |
| Years of services | Less than 5 Years | 6 | 4.4 |
| | From 5 to 9 Years | 23 | 17.0 |
| | From 10 to 15 Years | 54 | 40.0 |
| | More than 15 Years | 52 | 38.5 |

Table 2 shows (38.5%) of the study sample work at the Islamic University, and (27.4%) work at Al-Azhar University, and (34.1%) work in the Al-Aqsa University. The researchers explain this increase in the study sample of the Islamic University for several reasons: notably that the Islamic University offers the largest number of programs and academic disciplines compared to universities in Gaza Strip, and that the number of students is greater than the rest of the universities, this requires the presence of a larger number of employees to meet the various programs and disciplines needs to add to the necessities of the large number of students at the university. (34.8%) of the study sample hold the doctorate degree, (46.7%) hold master degrees, and 18.5% hold bachelor degrees. The researchers explain the increase in the number of the holder of the scientific senior qualifications to the fact that the nature of university majors and standards of the National Authority for quality assurance related to the approval of disciplines require high degrees. It is clear from the fact that the largest category of qualifications is PhDs holders. (4.4%) of the study sample have worked less than five years, (17.0%) worked between the (5-9 years), (40.0%), worked between (10-14 years), and (38.5%), worked more than 15 years. It is clear that the largest proportion of senior management are those who exceeded their service (10) years, which demonstrates the adoption of the universities in the selection of senior management the years of service.

D. Reliability

Reliability of questionnaire means that the questionnaire gives the same result if it is re-distributed more than once under the same circumstances, terms, and conditions, or in other words reliability means the questionnaire results do not change dramatically if they were re-distributed to individuals several times during certain time periods. The reliability of a questionnaire was checked through the alpha Cronbach's coefficient. The following table shows that:

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

| N. | Dimensions | Alpha Cronbach | Intrinsic Validity |
|----|--------------------------|----------------|--------------------|
| 1. | Organizational dimension | 0.767 | 0.876 |
| 2. | Human dimension | 0.774 | 0.880 |

| | | | |
|----|---------------------|-------|-------|
| 3. | Cognitive dimension | 0.771 | 0.878 |
| 4. | Community dimension | 0.771 | 0.878 |

We conclude from the tests of validity and reliability results that the search tool (questionnaire), is valid to measure for what it was developed to measure, and it is stable with a very high degree, which qualifies it as measuring instrument to be suitable and effective for this study, and can be applied with confidence, so that the questionnaire is finalized.

E. Statistical methods:

To analyze the data and achieve the objectives of the research that has been assembled, computers have been used to analyze and process the data through many appropriate statistical methods using the Statistical Package for Social Sciences (SPSS). The following is a set of statistical methods used in data analysis:

- Arithmetic average in order to find out how high or low the sample responses from the average default (3) for each phrase from basic research variable phrases.
- The use of Standard Deviation to identify the extent of the deviation of search members for each phrase of the search phrases variables, and each part of the main parts of the arithmetic average of all responses. Note that the standard deviation shows the dispersion in the research members of each phrase of the search variables phrases responses along the main parts. The closer the value gets to zero, responses are focused and dispersion is decreased between the scale (if the standard deviation is 1 or higher, it means responses are not focused and they are dispersed).
- Alpha Cronbach's test to ensure the stability of the questionnaire.
- (t) test of the average for one sample to know the difference between the average and the default average of the paragraph (neutral) "3."
- Pearson correlation to find the sincerity of the internal consistency of the questionnaire.
- (One Way ANOVA test) to test the differences between the responses of the respondents.

XII. TESTING STUDY QUESTIONS

Answer toQ1: Does the Palestinian universities have the components of learning organization (organizational dimension, the human dimension, the dimension of knowledge, societal dimension) from the perspective of senior management?

The answer of Q1-1: Does the Palestinian universities have the organizational dimension components (organizational structure, technological infrastructure, the strategy) from the perspective of senior management?

Analysis of the paragraphs of the field components of learning organizations associated with the organizational dimension:

A. Organizational structure:

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

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

| No. | Axis | SMA | SMA relative | standard deviation | The value of t test | Probability value (Sig) | Ranking |
|-----|---|-----|--------------|--------------------|---------------------|-------------------------|---------|
| 1. | The organizational structure of the University fits the nature of their activities | 3.7 | 73.8 | 0.696 | 11.498 | 0.000 | 1 |
| 2. | The organizational structure defines the lines of authority clearly. | 3.6 | 71.6 | 0.868 | 7.735 | 0.000 | 2 |
| 3. | The organizational structure of the university supports the principle of delegation of authority. | 3.3 | 66.6 | 0.954 | 4.059 | 0.000 | 4 |
| 4. | The development of the organizational structure in line with the | 3.4 | 67.0 | 1.01 | 4.006 | 0.000 | 3 |

| | | | | | | | |
|----|---|-----|------|-------|--------|-------|---|
| | environmental changes and developments | | | | | | |
| 7. | Employees are involved in policy-making | 2.9 | 57.4 | 0.896 | -1.729 | 0.086 | 5 |
| | All paragraphs | 3.4 | 68.4 | 0.773 | 6.265 | 0.000 | |

The researchers draw from the previous table, the following:

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

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

B. Technological infrastructure:

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

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

| No. | Axis | SMA | SMA relative | standard deviation | The value of t test | Probability value (Sig) | Ranking |
|-----------------------|---|-----|--------------|--------------------|---------------------|-------------------------|---------|
| 1. | The technology used to provide the necessary information in decision-making | 3.7 | 73.8 | 0.9 | 9.045 | 0.000 | 3 |
| 2. | The University provides protection programs that are characterized by safety and privacy | 3.5 | 70.6 | 1.0 | 6.115 | 0.000 | 5 |
| 3. | Technological facilities are available at the university to create and share knowledge | 3.7 | 73.4 | 0.9 | 8.254 | 0.000 | 4 |
| 4. | There is a network helping to speed the completion of the work | 3.7 | 74.6 | 1.1 | 7.846 | 0.000 | 2 |
| 5. | Communication system available facilitates the performance of electronic services for the beneficiaries | 3.8 | 76 | 0.9 | 9.839 | 0.000 | 1 |
| All paragraphs | | 3.7 | 73.7 | 0.9 | 9.006 | 0.000 | |

The researchers draw from the previous table, the following:

- Paragraph "Communication system available facilitates the performance of electronic services for the beneficiaries," got the first place in this axis. The researchers attribute this to the keenness of the Palestinian universities to keep up with technological

development through the use of technologies and programs that will strengthen the institutional work, which makes its competitive position always in the lead.

- Paragraph "The University provides protection programs that are characterized by safety and privacy", got the last place. The researchers attribute that to the development of technology and the means of information storage, sharing in different ways, or so-called transfer of data across the network from one location to another, where the security of such data and information is very important, so the Palestinian universities are seeking to provide protection of information from risk, threator attack, and by providing the necessary tools and means to protect the information and to prevent the arrival of the information into the hands of unauthorized persons to use it.

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

C. Strategy:

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

Table6: illustrates the analysis of the third axis of the organizational dimension (Strategy)

| No. | Axis | SMA | SMA relative | standar d deviat ion | The value of t test | Probabil ity value (Sig) | Rankin g |
|-----|---|------|--------------|----------------------|---------------------|--------------------------|----------|
| 1. | The university has a clear strategy for facing the future | 3.56 | 71.2 | 1.214 | 5.319 | 0.000 | 4 |
| 2. | Staff at the university participate in the | 3.51 | 70.2 | 1.125 | 5.277 | 0.000 | 5 |

| | | | | | | | |
|-----------------------|---|------|------|-------|-------|-------|---|
| | development of the University's mission and goals | | | | | | |
| 3. | I have a clear knowledge of the university mission and objectives | 3.72 | 74.4 | 1.063 | 7.857 | 0.000 | 1 |
| 4. | The follow-up implementation of the strategic plan for the University periodically | 3.64 | 72.8 | 1.116 | 6.709 | 0.000 | 3 |
| 5. | The mission Reflect of the university mission of the Ministry of Education and Higher Education | 3.68 | 73.6 | 1.111 | 7.129 | 0.000 | 2 |
| 6. | The vision and mission of the university depend on the environmental analysis | 3.23 | 64.6 | 0.954 | 2.798 | 0.006 | 7 |
| 7. | Corrective decisions for the performance of the university in light of the evaluation results are taken | 3.36 | 67.2 | 1.012 | 4.168 | 0.000 | 6 |
| All paragraphs | | 3.53 | 70.6 | 0.913 | 6.733 | 0.000 | |

The researchers draw from the previous table, the following:

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

- Paragraph "The vision and mission of the university depend on the environmental analysis" came in the last rank; the researchers attribute that to the unstable circumstances experienced by the State of Palestine in general and Gaza strip in particular.

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

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

The answer to Q1-2: Does the Palestinian universities have a human dimension components (Strategic Leadership, teams / committees) from the perspective of senior management?

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

A. Strategic Leadership:

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

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

| No | Axis | SM A | SMA relative | standar d deviat | The value of t | Probabil ity value | Ranki ng |
|----|------|------|--------------|------------------|----------------|--------------------|----------|
|----|------|------|--------------|------------------|----------------|--------------------|----------|

| | | | | on | test | (Sig) | |
|----|---|------|------|-------|--------|-------|---|
| 1. | The university senior management focused on attracting and recruiting talented employees. | 3.41 | 68.2 | 0.957 | 5.035 | 0.000 | 4 |
| 2. | The university senior management is keen on solving personnel problems | 3.31 | 66.2 | 0.996 | 3.629 | 0.000 | 5 |
| 3. | The university senior management supports openness among employees and share information | 3.45 | 69 | 0.975 | 5.384 | 0.000 | 2 |
| 4. | University senior management encourages employees to make initiatives to improve performance | 3.44 | 68.8 | 1.019 | 4.982 | 0.000 | 3 |
| 5. | The university senior management provides programs that improve the skills and abilities of employees | 3.51 | 70.2 | 0.961 | 6.18 | 0.000 | 1 |
| 6. | The university senior management provide encouraging incentives to attract excellent human resources | 2.99 | 59.8 | 1.004 | -0.086 | 0.932 | 6 |
| 7. | Incentives and rewards of employees at the university are linked to level of their performance | 2.91 | 58.2 | 0.958 | -1.078 | 0.283 | 8 |

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

The researchers draw from the previous table, the following:

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

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

B. Teams / Committees:

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

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

| No. | Axis | SM A | SMA relative | standard deviation | The value of t test | Probability value (Sig) | Ranking |
|-----------------------|--|------|--------------|--------------------|---------------------|-------------------------|---------|
| 1. | Senior management provides opportunities for collaboration and teamwork | 3.15 | 63.0 | 0.894 | 1.926 | 0.056 | 4 |
| 2. | Senior management will form working teams from multiple organizational levels. | 3.45 | 69.0 | 0.968 | 5.426 | 0.000 | 2 |
| 3. | Team members have high professional skills appropriate to perform the work efficiently | 3.46 | 69.2 | 0.929 | 5.747 | 0.000 | 1 |
| 4. | The team is characterized by the ability to generate creative ideas at work | 3.44 | 68.8 | 0.878 | 5.786 | 0.000 | 3 |
| 5. | The university Senior management provides degrees of empowerment and freedom of action for teams | 3.09 | 61.8 | 0.918 | 1.125 | 0.263 | 6 |
| 6. | Teams trust that the administration will take its recommendations | 3.15 | 63.0 | 0.842 | 2.044 | 0.043 | 4 |
| All paragraphs | | 3.25 | 65.0 | 0.83 | 3.461 | 0.001 | |

The researchers draw from the previous table, the following:

- Paragraph "Team members have high professional skills appropriate to perform the work efficiently" came in the first place due to the fact that team building foundations are subject to professional standards.

- Paragraph "The university senior management provides degrees of empowerment and freedom of action for teams" came in last place due to the existence of regulations control work teams and committees within the university.

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

Answer Q1-3: Does the Palestinian universities have the cognitive dimension components (knowledge management, continuing education, scientific research, institutional culture) from the perspective of senior management?

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

A. knowledge management:

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

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

| No | Axis | SMA | SMA relative | standard deviation | The value of t | Probability value | Ranking |
|----|------|-----|--------------|--------------------|----------------|-------------------|---------|
|----|------|-----|--------------|--------------------|----------------|-------------------|---------|

| | | | | on | test | (Sig) | |
|-----------------------|---|------|------|-------|-------|-------|---|
| 1. | The university senior management has a knowledge base to serve all departments and branches | 3.71 | 74.2 | 1.139 | 7.256 | 0.000 | 1 |
| 2. | The university senior management has documented and declared to the process of teaching and learning strategy | 3.64 | 72.8 | 1.13 | 6.548 | 0.000 | 2 |
| 3. | The university senior management supports the exchange of knowledge and experience process between employees. | 3.61 | 72.2 | 1.166 | 6.052 | 0.000 | 3 |
| 4. | The university senior management is moving toward the purchase of knowledge that cannot be developed internally | 3.39 | 67.8 | 1.203 | 3.72 | 0.000 | 4 |
| All paragraphs | | 3.59 | 71.8 | 1.087 | 6.254 | 0.000 | |

The researchers draw from the previous table, the following:

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

or develop expertise available to employees, and the license through patents, the purchase of various information).

Study sample views agreed on the importance of the axis of the "knowledge management" as one of the cognitive components, and received a large proportion of consent. The researchers attribute that to the fact that knowledge is one of the university's assets that require effective management of their investment and participation among employees, and disseminated to remain available to help achieve permanent competitive advantage for universities, in addition to the fact that knowledge is the dominant on information technology and services markets, and it is source to improve many of the facilities and services. It also promotes knowledge of the university's ability to retain academic and administrative performance based on experience and knowledge and improvement, also it supports efforts to take advantage of all the assets to provide a framework for strengthening the organizational knowledge. This result is consistent with the findings of the study of (Boukhamkham, 2009) which showed that organizations rely on knowledge than on the traditional elements of the performance, and it is necessary to measure knowledge capital as a source of excellence and value-based composition. Also it disagreed with the study of (Al-kariminet al., 2014) which showed that the degree of availability of knowledge management requirements were intermediate.

B. Continuing Education:

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

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

| No. | Axis | SM A | SMA relative | standard deviation | The value of t test | Probability value (Sig) | Ranking |
|-----|--|------|--------------|--------------------|---------------------|-------------------------|---------|
| 1. | Availability of continuous training courses to improve the capabilities and skills of employee | 3.70 | 74.0 | 1.18 | 6.857 | 0.000 | 1 |
| 2. | University stimulate personnel management for continuous learning and | 3.61 | 72.2 | 1.222 | 5.774 | 0.000 | 2 |

| | | | | | | | |
|-----------------------|--|------|------|------|-------|-------|---|
| | creating new knowledge | | | | | | |
| 3. | Training programs at the university fit with the needs of the labor market | 3.55 | 71.0 | 1.22 | 5.221 | 0.000 | 3 |
| All paragraphs | | 3.62 | 72.4 | 1.14 | 6.248 | 0.000 | |

The researchers draw from the previous table, the following:

- Paragraph "Availability of continuous training courses to improve the capabilities and skills of employee " got for first place in this axis. The researchers attribute this to the Palestinian university senior management's interest in developing the human element, and its dependence on the training courses mainly for the development of its staff by providing rehabilitation programs and training to contribute to the development of capabilities and skills of employees.
- Paragraph "Training programs at the university fit with the needs of the labor market" got the last place with a relative weight (71%). The researchers attributed that to the fact that the training programs are developed and implemented in the light of the identification of training needs of employees, and appropriate to the changing needs of the labor market, and in light of the potential and the limited capabilities of universities under siege and successive wars.

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

C. Research:

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

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

| No. | Axis | SM A | SMA relative | standard deviation | The value of t test | Probability value (Sig) | Ranking |
|-----------------------|---|------|--------------|--------------------|---------------------|-------------------------|---------|
| 1. | The university senior management will hold conferences and study days, workshops, scientific seminars | 3.69 | 73.8 | 0.988 | 8.097 | 0.000 | 1 |
| 2. | The university senior management benefit from the results of research in the development work. | 3.19 | 63.8 | 0.932 | 2.309 | 0.022 | 3 |
| 3. | The university senior management provides a distinct research centers according to disciplines of the departments | 2.81 | 56.2 | 0.956 | -2.252 | 0.026 | 4 |
| 4. | The university senior management supports the advancement of scientific research mechanisms | 3.2 | 64 | 1.078 | 2.156 | 0.033 | 2 |
| All paragraphs | | 3.22 | 64.4 | 0.823 | 3.134 | 0.002 | |

The researchers draw from the previous table, the following:

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

Study sample agreed on the importance of the axis of "scientific research" as one of the cognitive components, and got the approval of the proportion of medium. The researchers attribute that the

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

D. Corporate Culture:

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

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

| No. | Axis | SM A | SMA relative | standard deviation | The value of t test | Probability value (Sig) | Ranking |
|-----|--|------|--------------|--------------------|---------------------|-------------------------|---------|
| 1. | The university senior management working toward finding a positive culture to activate collective work | 3.44 | 68.8 | 1.012 | 5.101 | 0.000 | 1 |
| 2. | The university senior management interested in the principle of innovation and continuous improvement | 3.36 | 67.2 | 0.95 | 4.349 | 0.000 | 3 |

| | | | | | | | |
|-----------------------|--|------|------|-------|-------|-------|---|
| 3. | Employees are involved in decision making related to the field of work | 3.18 | 63.6 | 0.961 | 2.15 | 0.033 | 5 |
| 4. | Form of cognitive behavioral management (such as knowledge-esteem, build knowledge, share knowledge) model for employees | 3.27 | 65.4 | 0.916 | 3.383 | 0.001 | 4 |
| 5. | The university senior management is keen to promote a culture of quality among employees | 3.41 | 68.2 | 0.925 | 5.119 | 0.000 | 2 |
| All paragraphs | | 3.33 | 66.6 | 0.831 | 4.618 | 0.000 | |

The researchers draw from the previous table, the following:

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

Study sample agreed about the importance of the axis of "institutional culture" as one of the cognitive components and got the approval of the proportion of medium. The researchers attribute that the institutional culture is considered a guide to senior management and employees; they constitute models of behavior and relationships that must be guided by them, guiding their thinking and their efforts to achieve the university and its mission objectives, they also have a significant impact in motivating and empowering employees, which will reflect positively or negatively on the outputs, thus culture is the observer of employees behaviors inside and outside the university. So the university should reduce the negative effects and strengthen the positive effects that strengthen the institutional culture that achieve excellence. This is in line with the results of a study of (Sharma & Talwar, 2007) which showed that the external environment is integrated with the culture and working environment, and supports

assure the success of the leadership, culture, and shared values that facilitate the removal of obstacles, and facilitate the flow of knowledge, information, and services for those involved, and satisfy the various parties and contributes to knowledge in reducing problems. It agreed with the results of a study of (Khadra & Rawabdeh, 2006) that the concept of the learning organization can be illustrated in the industrial corporate environment in Jordan through eight elements: supportive organizational culture, leadership, strategic planning, organizational structure vertical, knowledge management system, the system returns, and performance appraisal system).

The answer Q1-4: Does Palestinian universities possess Community dimension (strategic partnerships and alliances, keep up with the labor market, consulting, training, social responsibility, technology incubators) from the perspective of senior management?

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

A. Strategic partnerships and alliances:

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

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

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

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

The researchers draw from the previous table, the following:

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

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

B. Keep up with the labor market:

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

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

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

The researchers draw from the previous table, the following:

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

Study sample agreed on the importance of the axis of the "keep up with the labor market" as community-based components, and received a large proportion of approval to some extent. The researchers attribute that to the characteristic that explains this era as the rapid change in all scopes of life until it became known as the era of revolutions, information technology, and communications. These rapid changes produced with an urgent need for the universities to work to keep up with an ongoing basis; to be able to catch up with the top universities at least, and meet the needs of the labor market. These vary with the result of the findings of the report of (State Planning Department, 2012) which showed general dissatisfaction among employers for graduates working skills, and disciplines offered by the universities need to modified with a relative weight (74%), and that their contribution in the drafting of academic programs was weak with relative weight of (63.9%).

C. Consulting and Training:

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

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

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

| | | | | | | |
|---|------|----|------|-------|-------|--|
| experts and consultants to improve its services | | | | | | |
| All paragraphs | 3.25 | 65 | 0.77 | 3.729 | 0.000 | |

The researchers draw from the previous table, the following:

- Paragraph "The University senior management offers vocational training programs that support community development" got the first place in this axis. The researchers attribute this to the desire of universities to link the various educational institutions of the society, and contribute to the professional and career development of local community institutions with globally acceptable standards.
- Paragraph "The university senior management relies on experts and consultants to improve its services," got the last place. The researchers attributed that to the limited possibilities in the Palestinian universities on the nature of the indoor environment, and the blockade, and the difficulty of knowledge exchange, which limits the ability of universities to benefit from the experience and knowledge accumulated by the experts and consultants.

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

D. Social Responsibility:

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

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

| No | Axis | SMA | SMA relative | standard deviation | The value of t test | Probability value (Sig) | Ranking |
|----|------|-----|--------------|--------------------|---------------------|-------------------------|---------|
|----|------|-----|--------------|--------------------|---------------------|-------------------------|---------|

| | | | | | | | |
|-----------------------|---|-----|------|-------|-------|-------|---|
| 1. | The university senior management allows their facilities to serve the local community institutions | 3.4 | 68.0 | 0.994 | 4.676 | 0.000 | 1 |
| 2. | The university senior management allocates some of the seminars to raise awareness of the culture and society. | 3.4 | 67.2 | 1.097 | 3.845 | 0.000 | 2 |
| 3. | The nature of the university disciplines reduce the unemployment problem in the community | 3.3 | 66.0 | 1.216 | 2.831 | 0.005 | 3 |
| 4. | The university senior management contributes to environmental protection, conservation, and development (noise reduction, the dissemination of culture ... etc)," | 3.2 | 64.6 | 0.889 | 3.001 | 0.003 | 4 |
| All paragraphs | | 3.3 | 66.4 | 0.93 | 4.033 | 0.000 | |

The researchers draw from the previous table, the following:

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

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

H. Technology incubators:

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

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

| No. | Axis | SM A | SMA relative | standard deviation | The value of t test | Probability value (Sig) | Ranking |
|-----|---|------|--------------|--------------------|---------------------|-------------------------|---------|
| 1. | The university senior management is seeking incubators that provide support for the local community | 3.44 | 68.8 | 1.182 | 4.367 | 0.000 | 4 |
| 2. | Incubators enhance communication between research centers and the community | 3.58 | 71.6 | 1.129 | 5.944 | 0.000 | 1 |
| 3. | Incubators strengthen the role of the university of investment to become productive university. | 3.53 | 70.6 | 1.196 | 5.182 | 0.000 | 2 |

| | | | | | | | |
|-----------------------|--|------|------|-------|-------|-------|---|
| 4. | Incubators are working on linking scientific research problems of society. | 3.46 | 69.2 | 1.183 | 4.511 | 0.000 | 3 |
| All paragraphs | | 3.5 | 70 | 1.1 | 5.313 | 0.000 | |

The researchers draw from the previous table, the following:

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

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

The answer to Q1-5: Are there statically significant differences between the averages of the respondent's responses about the components of learning organizations due to the name of the university.

By using one-way analysis of variance test (One Way ANOVA) to test for differences between the responses of the respondents about the components of learning organizations due to the name of the university, and the results are shown in Table 18.

Table18: shows the results of variance (ANOVA) between the responses of respondents about the components of learning organizations in the Palestinian universities attributed to the name of the university

| | University | Total | SMA | standard deviation | Value F | Probability value (Sig) |
|---|---------------------|------------|--------------|--------------------|---------|-------------------------|
| Components of learning organizations | Islamic University | 52 | 73.14 | 6.52 | 35.58 | 0.000 |
| | Al-Azhar University | 37 | 71.69 | 8.60 | | |
| | Al-Aqsa University | 46 | 53.77 | 18.30 | | |
| | Total | 135 | 66.14 | 15.12 | | |

From the results shown in the table 18, it is clear that there are statically significant differences between the views of respondents about learning organizations components attributable to the name of the university where the value of statistical significance (0.000) which is less than (0.05) and this means that there are clear differences in the averages views respondents about the components of learning organizations due to the university and were respectively the Islamic University with a relative weight (73.14%) and relative weight of Al-Azhar University (71.69%), followed by Al-Aqsa University of relative weight (53.77%).

The result disagree with the study of (Hussein, 2012), which showed no statistically significant differences in perceptions of the teaching staff on the importance of learning organization characteristics and the importance of organizational and cultural factors in support of the application of the concept of learning organization in the private October 6 University depending on the variable faculty members.

XIII. RESEARCH RESULTS

- The results showed that the study sample agree on the importance of the axis of "organizational structure" with average approval. And about the importance of "technological infrastructure" axis with high approval. And agree on the importance of "strategy" by an average approval. The results concluded that the study sample agree highly on the importance of "organizational dimension".
- The results showed that the sample believe that the "strategic leadership" level in the universities got the proportion of medium-approval. And agree to a fair degree about the axis of interest "teams / committees." Study sample agree about the importance of the "human dimension" moderately.

- The results showed that the sample is highly agree about the importance of axis of the "knowledge management", and the axis of the "continuing education." And agree weakly somewhat about the importance of the axis of "scientific research". And moderately agree about the importance of the axis of "institutional culture". And agree on the importance of "cognitive dimension" moderately.
- The results showed that the sample largely agree on the importance of the axis of "strategic partnerships and alliances," and agree highly on the axis "keep up with the labor market", and on the axis of the importance of "technology incubators".
- The results showed that the sample moderately agree about the importance of the theme on "consulting and training", the importance of the axis of "social responsibility", and the axis of the "Community dimension"..

XIV. RESEARCH RECOMMENDATIONS

The recommendations of study include:

- The need to develop appropriate strategies for the University and the employment of modern technology in information systems, in addition to providing an appropriate environment that achieves learning organizations.
- The development of technological infrastructure (hardware, software, networks, databases, and human skills) because of the great advantages that they offer.
- The need to develop principles and criteria for a fair selection of the best candidates for the university and university leaders based on specialization, competence, experience, skill and integrity, and not on the basis of favoritism and nepotism.
- Universities need to adopt knowledge management in the academic and administrative departments because knowledge is the core of the work of these sections, and benefit from the proposals of faculty members.
- The need to create technology incubators in universities that adopt outstanding university research projects, protecting them, supporting them, and marketing them.
- the importance of working to develop the capabilities and skills of employees in the field of information technology across admitted training courses to enable them to deal with the hardware and networks of modern communication, and conduct regular meetings between employees in different levels of senior management and employees at other universities characterized by dialogue and openness and transparency in the work, in order to exchange experiences and knowledge in place.

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