

# Learning and Business Incubation Processes and Their Impact on Improving the Performance of Business Incubators

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**Abstract:** This study aimed to identify the learning and business incubation processes and their impact on developing the performance of business incubators in Gaza Strip, and the study relied on the descriptive analytical approach, and the study population consisted of all employees working in business incubators in Gaza Strip in addition to experts and consultants in incubators where their total number reached (62) individuals, and the researchers used the questionnaire as a main tool to collect data through the comprehensive survey method, where (55) questionnaires were retrieved with a recovery rate of (88.7%). The results of the study showed that there is a high approval of the variables of the study, where the dimension of incubation operations came with a relative weight (84.89%), followed by the learning dimension which got a relative weight (82.50%), while the performance level of the incubators got a relative weight (80.12%) and as the study results showed There is a positive relationship statistically between the two dimensions of learning and business incubation processes and performance development in business incubators, and the linear regression analysis model showed that the main effect in improving the performance of business incubators is "after business incubation operations" while it showed weak effect after learning. The study came out with several recommendations, the most important of which is that business incubators seek to reinforce the learning process and incubation processes for business, and the need to periodically evaluate their performance, and that a more effective mechanism be designed to follow up with companies after the end of the incubation period and monitor the progress of these companies.

**Keywords:** Learning and Business Incubation, Performance Improvement, Business Incubators, Gaza Strip

## Introduction

Business incubators are institutions that aim to provide support and support services for emerging and small projects as their services vary between providing technical, administrative and other consultations in addition to providing financial support for these projects, as incubators are mainly aimed at supporting the continuity and resilience of these projects, and it is not clear to us how important small projects are In the development of local communities, it is considered the true nucleus of any economic and social progress that societies aspire to. From this standpoint, business incubators have become in the world today one of the basic foundations for the establishment and development of small enterprises.

The process of measuring and evaluating performance is considered one of the basic administrative processes for any organization seeking continuity and excellence. The process of measuring performance gives feedback to the higher departments about what is going on in the organization so that it can correct and correct.

Business incubators, like any organization that needs to constantly evaluate and monitor their performance to ensure the achievement of the goals they seek for, and this importance increases due to the important role that business incubators play in the development of small projects, for the success of incubators means the graduation of successful institutions capable of continuing and excellence.

In light of the foregoing, the researchers deliberately studied learning and business incubation processes and their impact on improving the performance of business incubators.

## Problem Statement

Business incubators are an essential and important engine in the development and development of small enterprises. The role played by small enterprises, especially those that create and develop new technologies in developing society and accelerating the development process (Al-Nakhala 2015, P: 2), cannot be overlooked.

Given the recent Palestinian experience in business incubators, a study (Al-Qawasmeh, 2010) indicated that business incubators are still operating according to an unscientific mechanism, and small projects do not help in overcoming their problems. In a study by Struwig & Meru (2011), I came to the conclusion that the internal environment factors for business incubators have a greater impact than the external environment on the incubator's success, so that these factors include "the incubator's vision, management style and internal resources" which in turn affects the services the incubator provides to startups.

Based on the foregoing and on the basis of the importance of business incubators as an instrument of economic development and its important role in societal development, it requires the management of these incubators to develop an administrative system that contributes to improving their performance and thus achieving the goals for which they were found.

The study problem can be formulated in the following question:

What is the impact of learning and business incubation processes on improving the performance of business incubators in Gaza Strip?

### Research Objectives

This study aims to achieve the following objectives:

1. Contributing to enriching literature related to measuring performance in business incubators.
2. Study the relationship of each dimension of learning and business incubation processes in developing the performance of business incubators in Gaza Strip.
3. Measuring the impact of the learning process and business incubation processes on developing performance in business incubators in Gaza Strip.
4. Measuring differences according to demographic factors on learning and business incubation processes and their impact on developing the performance of business incubators.
5. Provide recommendations to the relevant authorities to improve the performance of business incubators in Gaza Strip.

### Research Importance

The importance of the study stems from the importance of the topic you are raising, and the importance of the study can be seen from the following aspects:

#### Scientific Importance:

1. The practical importance stems from the important role that business incubators play in developing small enterprises, which in turn reflects positively on the development of the local community and the creation of job opportunities for young people.
2. The application of learning and business incubation processes helps business incubators improve their performance and this improves the efficiency of their services provided, which increases their ability to achieve their primary goal, which is to produce successful companies that are able to continue, resist and grow.

#### Practical Importance:

1. Researchers expect that this study will contribute to filling the gaps of previous studies. By reviewing the previous literature, the researchers noted that there is a dearth of studies related to measuring the performance of business incubators in general, especially the topic of learning and business incubation processes on business incubators in particular at the Arab level.
2. This study is (according to the researchers' knowledge) one of the first studies that touched on applying learning and business incubation processes to business incubators at the Arab and Palestinian levels.
3. Researchers hope that this study contributes to establishing the concept of measuring overall performance in business incubators using scientific and methodological tools.

### Research hypothesis

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

**Ho 1:** There is a statistically significant relationship at the significance level ( $\alpha \leq 0.05$ ) between learning and business incubation processes and improving the performance of business incubators in Gaza Strip.

**The following main hypotheses are sub-divided into the following:**

**Ho 1-1:** There is a statistically significant correlation at the significance level ( $\alpha \leq 0.05$ ) between the business incubation process and the development of business incubator performance in Gaza Strip.

**Ho 1-2:** There is a statistically significant correlation at the significance level ( $\alpha \leq 0.05$ ) between the distance learning and the development of the performance of business incubators in Gaza Strip.

**Ho 2:** There is a statistically significant effect at the significance level of ( $\alpha \leq 0.05$ ) for post-learning and business incubation processes to improve the performance of business incubators in Gaza Strip.

**Ho 3:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers about the impact of learning and business incubation processes in developing business incubators in Gaza Strip due to personal data (gender, age, educational qualification, nature of work in the incubator, years Practical experience).

**The following main hypotheses are sub-divided into the following:**

**Ho 3-1:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the respondents' mean averages regarding learning and business incubation processes and their effect on developing the performance of business incubators in Gaza Strip due to gender.

**Ho 3-2:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers about learning and business incubation processes and their effect on developing the performance of business incubators in Gaza Strip due to age.

**Ho 3-3:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers about learning and business incubation processes and their effect on developing the performance of business incubators in Gaza Strip due to the educational qualification.

**Ho 3-4:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers about learning and business incubation processes and their effect on developing the performance of business incubators in Gaza Strip due to the nature of work in the incubator.

**Ho 3-5:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers about learning and business incubation processes and their effect on developing the performance of business incubators in Gaza Strip due to years of work experience.

### Research Limits and Scope

The scope of the study shall be as follows:

1. **Spatial Limits:** This study is limited to business incubators in Gaza Strip
2. **Time Limits:** The time frame for conducting this study in 2020
3. **Human Frontiers:** workers, experts, and mentors in business incubators in Gaza Strip.
4. **The Objective Limits:** the study of learning and business incubation processes and their effect on improving the performance of business incubators in Gaza Strip.

### Research Terminology

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

- **Business Incubation Processes:** This dimension is derived from the internal operations dimension, and it is concerned with measuring the effectiveness of all operations related to business incubation operations in the incubator.
- **Learning:** This dimension is concerned with assessing the degree of learning and innovation of the incubator, through which efforts to improve incubator practices and improve the efficiency and professionalism of the staff in it are evaluated.
- **Business Incubators:** they are integrated systems of activities managed according to specialized administrative structures that carry strategic visions supported by scientific and practical experiences, and provide appropriate spaces and equipped with the capabilities necessary to start entrepreneurial projects, and incubators provide common administrative services, in addition to technical, financial and marketing support services, and open channels from Communications in the business community (governmental or private) to increase the chances of success and reduce the risk of failure of incubated entrepreneurial projects (Al-Azzam and Moussa, 2010, p. 143).

### Literature Review

- Study of (Aldammagh et al., 2020) aimed to study business incubators and their role in entrepreneurship of small enterprises. The researchers used the descriptive and analytical approach in conducting the study. The questionnaire was applied as a tool to collect information on the selection of a random sample consisting of (35) individual distributed among entrepreneurs of small projects, the researchers have reached the following main results: There is a positive impact between business incubators and entrepreneurship of small enterprises. There is a statistically significant relationship between knowledge awareness and entrepreneurship of small enterprises. There is a statistically significant relationship between infrastructure and entrepreneurship of small enterprises. There is a statistically significant relationship between financial support and entrepreneurship of small enterprises. In the light of the research results, we recommend the following: Continuing the dissemination of the culture of business incubation and awareness among the public through scientific conferences and seminars on this tool, in addition to urging the Ministry of Education and its institutions on curricula for entrepreneurship. We urge the government and all educational and private sector organizations and trade unions to establish business incubators and accelerators in order to contribute to the launching of entrepreneurial projects in order to support projects that contribute to economic development. The necessary infrastructure, be it logistics, training or consultancy services in the establishment of business incubators, which helps the success and continuity of this tool in supporting small entrepreneurship. The need to provide financial support through business incubators, which helps finance entrepreneurship of small enterprises.
- Study of (shahada et al., 2020) aimed to identify the reality of using a balanced scorecard in business incubators in Gaza Strip, and the study relied on the descriptive analytical approach, and the study population consisted of all employees working in business incubators in Gaza Strip in addition to experts and consultants in incubators, where their total number reached (62) Individually, the researchers used the questionnaire as a main tool for collecting data through the comprehensive survey method, where (55) questionnaires were retrieved with a recovery rate (88.7%). The results of the study showed that there is a high approval of all dimensions of the balanced scorecard, as it obtained a relative weight (81.44%), and the order of its

dimensions came as follows, first came the incubation dimension with a relative weight (84.89%), followed by the learning dimension, which got a relative weight (82.50%), and in the third place came the entrepreneur dimension with a relative weight (80.66%), and in the last place was the societal development dimension with a relative weight (78.18%). The study came out with several recommendations, the most important of which is that business incubators seek to adopt the application of the balanced scorecard as a method for managing it and a tool for measuring and evaluating its performance, and the need to periodically evaluate its performance, and the need to hold training courses for workers in incubators to introduce them to the balanced scorecard and how to apply it.

- Study of (shahada et al., 2020) aimed to identify the reality of improving the performance of business incubators in Gaza Strip, and the study relied on the descriptive analytical approach, and the study population consisted of all employees working in business incubators in Gaza Strip in addition to experts and consultants in the incubators, where the total number (62) individuals, The researchers used the questionnaire as a main tool to collect data through the comprehensive survey method, where (55) questionnaires were retrieved with a recovery rate (88.7%). The results of the study showed that there is a high level of improving the performance of incubators in Gaza Strip with an average weight of (80.12%). The results also showed that there were no statistically significant differences between the averages of the respondents' answers about improving the performance of business incubators in Gaza Strip due to the following personal data (gender, age, Educational qualification), and the presence of differences attributable to the following data (nature of work in the incubator, years of work experience). The study came out with several recommendations, the most important of which is the need for incubators to evaluate their performance periodically, and the necessity of holding training courses for workers in incubators to familiarize them with ways to improve performance and its tools such as a balanced performance card and how to apply them, and that a more effective mechanism be designed to follow up with companies after the end of the incubation period and monitor The progress of these companies.
- Study of (Alayoubi et al., 2020) aimed to identify the impact of the requirements of implementing strategic entrepreneurship in achieving technical innovation in Palestine Technical College- Deir al-Balah from the point of view of the employees. The researcher used the analytical descriptive method. The study community consists of all academic and administrative staff in the college. The researchers used the comprehensive inventory method. 149 questionnaires were distributed to all members of the study community. The number of questionnaires returned was (115), ie, the response rate was (77.1%). The results of the study showed a strong positive correlation between the requirements of applying strategic entrepreneurship (leadership, pioneering thinking, pioneering culture, strategic resource management) and achieving technical innovation in Palestine Technical College- Deir al-Balah from the point of view of the employees of Palestine Technical College- Deir al-Balah. It also showed a statistically significant effect between the requirements of implementing strategic entrepreneurship (pioneering culture, strategic resource management) and achieving technical innovation in Palestine Technical College- Deir al-Balah, and that the remaining variables show that their effect is weak. The study recommended that the Technical College of Palestine take care of the various requirements of implementing strategic entrepreneurship and develop its organizational capabilities for its direct role in achieving technical innovation of the college.
- Study of (Alayoubi et al., 2020) aimed to identify the strategic leadership practices and their relation to improving the quality of educational service in the Palestinian universities in Gaza Strip. The researcher used the analytical descriptive method. The study population consists of all the supervisors working in three universities in Gaza Strip (The Islamic University, Al-Azhar University, and Al-Aqsa University). A random sample of 177 employees was selected by 50% of the study population. The researcher used the questionnaire as a data collection tool. The results of the study showed a strong and statistically significant relationship between strategic leadership practices (strategic orientation, investment of strategic capabilities and talents, development of human capital, strengthening organizational culture, emphasis on ethical practices, implementation of balanced regulatory control) and improvement of quality of educational service, Responsiveness, safety, empathy) in Palestinian universities. The study recommended that Palestinian universities should take into account the various dimensions of strategic leadership practices and develop their university capacities, including strategic orientation, investment of strategic capabilities and talents, development of human capital, strengthening organizational culture, emphasis on ethical practices and implementation of balanced regulatory control. Educational service for universities.
- A study of (Messeghem et al., 2017) aimed at building an integrated model for measuring the performance of business incubators that takes into account the viewpoint of all major stakeholders such as funders, managers and employees of business incubators, incubated projects, and to achieve this goal the study used the Balanced Scorecard approach as an ideal tool It is possible to build a performance appraisal model that is shared and accepted by all parties that have an interest in business incubators. The study used a qualitative exploratory approach, as it relied on the interview method as a main tool for collecting data. The study reached the most important results, that most of the previous studies focused on performance evaluation from the point of view of one of the stakeholders, and from here the researcher showed the importance of this study by using an integrated evaluation model that includes all parties with an interest, as the light in this study was highlighted on the dimensions Different performance related to stakeholders and these dimensions are derived from the dimensions of the

balanced scorecard, and include (the socio-economic dimension, after entrepreneurs, after business support operations, and the last dimension is after learning).

- A study of (Messeghem et al., 2017) that aimed to develop a measure to measure the performance of non-profit business incubators in France, and the measurement model was built on the basics of balanced scorecard, and the study used the interview and questionnaire method to collect data from 121 business incubators in France. The study reached the most important results, that the process of evaluating the performance of incubators can be based on four dimensions derived from the dimensions of the balanced scorecard, which are as follows, after societal development and is derived from the financial dimension, while the second dimension is after entrepreneurs and the derivative from customers, and the third dimension It is after business incubation processes and the derivative of after internal processes, and the last dimension is after learning, and the study showed the importance of using this measure as it consists of a wide range of performance indicators that help incubator managers to better manage their incubators and also help decision makers in developing C AESAT better serves the entrepreneurship sector.
- Study of (Owda, 2016) aimed to identify the role of entrepreneurship in creating job opportunities. The researchers adopted the descriptive analytical approach, and used the questionnaire as a main tool for collecting data from the study community consisting of entrepreneurial projects benefiting from business incubators in Gaza Strip. The study reached the most important results, the presence of a statistically significant relationship between entrepreneurship and job creation, and the results confirmed the existence of a relationship between the dimensions of entrepreneurship (culture and awareness of entrepreneurship, seizing opportunities, the ability to build a network of relationships) and creating job opportunities, as for the dimension of funding The results indicated that financing is not an essential element in creating job opportunities, and the study also showed that there is not enough information about the financing process and financing institutions in Gaza Strip, and that funding is not clear to the individuals of the sample, and the results also indicated that the state does not provide suitable job opportunities for graduates 'skills and competencies , and Univevrsities in Gaza Strip does not study the market to serve the needs of the graduate and link to get the job.
- A study of (Al-Nakhala, 2015) aimed to identify the technological incubator and its role in supporting and developing small projects in the incubator of the Islamic University and the incubator of the University College of Applied Sciences and show the extent of the technological incubator's ability to develop its capabilities and capabilities to enable small projects to achieve their growth, the study relied on the curriculum Analytical descriptive, and the interview and questionnaire were used as two main tools to collect data from the study community and represented by the projects incubated in the incubator of the Islamic University and the community college incubator. The study reached the most important results, that technological incubators are an essential engine in supporting and developing small projects, and the participants agreed on the role of technological incubators and the extent of the impact of the incubator model used on the outcomes of the incubation process, and the incubators also helped participants to create small projects and turn their creative and entrepreneurial ideas into Startups and successful companies, linking projects to target markets, and the incubator has a prominent role in supporting scientific research, creativity and administrative and technical guidance for small projects.
- A study of (Barhoum, 2014) aimed to identify the effectiveness of business incubators in being a tool to solve the unemployment problem among young people, especially entrepreneurs, and the study relied on the descriptive analytical approach, and the questionnaire was used as a main tool for collecting data from the study community represented by incubated projects that ended their incubation period In the business and technology incubator. The study reached the most important results, that the level of service provision by the business and technology incubator was somewhat medium while this level fell after graduation, and that investment in the information technology sector is considered the most appropriate in the Palestinian case and the attendant blockade and closures, because it depends largely on providing Professionally qualified human capacities regardless of geographical location, and also the study concluded that the success rate of projects is increased by increasing the percentage of services provided to them by the business incubator, which leads to increased job opportunities.
- Study of (M'Chirgui, 2012) aimed to evaluate the performance of business incubators in France, and this study is the first attempt to evaluate the performance of business incubators in France since its inception in 1999, where the study covers the period between 2000 -2009. The study relied on Secondary quantitative and qualitative data, mainly collected from the sources of the Ministry of Higher Education and Scientific Research in France. The study reached the most important results, that after ten years of establishing nurseries in France, they generally develop without difficulties and are an integral part of the system of innovation and creativity in the region, and the results also showed that business incubators are continuing to create innovative entrepreneurial companies, but they need to Increase her professional competence in some activities related to selection criteria, business support, networking and graduation activities.
- A study of (Vanderstraeten et al., 2012) that aimed mainly at studying the subject of measuring the performance of business incubators in Belgium, as it relied on the analysis of previous studies and on the descriptive method of data collection (interviews and focus groups) with targeted business incubator managers and external experts. The study reached the most important results, that most incubators use limited measures to evaluate performance, also the current measures do not take

into account short, medium and long results, and do not address the organization's strategy, goals and how to achieve them, in addition to that there is no link between measuring incubator performance and its impact on Incubator staff. To cover this shortcoming, the researchers suggested employing the strategic map and balanced scorecard and applying it to non-profit business incubators.

- A study of (Struwig & Meru, 2011) that aimed to identify the relationship between the “internal and external” work environment and business incubators, and the study adopted the experimental approach, and the study community consisted of all business incubators in Kenya where the researcher designed two questionnaires, one of which was allocated to incubator managers and the second to incubated companies. The study reached the most important results, that there is no relationship between the work environment and business incubators, because business incubators provide a protected environment, that is, it protects incubated companies from environmental changes, but the study found that internal environment factors affect business incubations and these factors include the organizer's vision. The cycle of management used in the course affects the training and support provided by incubators to incubated companies.
- A study of (Al-Qawasmeh, 2010) aimed to identify the reality of business incubators in the West Bank, and to determine the role they play in supporting small projects, and the study relied on the descriptive analytical approach, and the questionnaire was used as a tool to collect data from the study community and consisting of all workers in incubators. Business and individuals embracing as a small business incubator in the West Bank. The study reached the most important results, that small projects in Palestine suffer from many problems that can cause them to fail at the beginning of their life, and that business incubators are still going according to a non-scientific mechanism, and small projects do not help to overcome their problems, and the study added that providing services by business incubators that they are low and do not support projects significantly, and this is due to the lack of experience in this field and the reduced capabilities available to them, and the level of service provision during the incubation period was much better than the period that was after graduation from the incubator.
- A study of (Al-Azzam and Musa, 2010) aimed at identifying the reality of the situation of business incubators in Jordan, and the important role it plays in supporting and developing emerging entrepreneurial projects and their contribution to the growth of the national economy, and the study relied on the descriptive analytical approach, and it used both the questionnaire and the interview for collecting data from the study community consisting of Jordanian business incubators, entrepreneurial projects that graduated from those incubators, incubated projects, and entrepreneurial projects that did not enter incubators. The study reached the most important results, there is a statistically significant effect of service attribution factors with its dimensions (administrative and technical) in the success of entrepreneurial projects in terms of the ability to grow, the ability to generate income, the ability to provide job opportunities, and the presence of a statistically significant effect of the vision factors in its dimensions (Strategic vision, strategic leadership, and incubation strategy (acceptance and evaluation) in the success of entrepreneurial projects in terms of the ability to grow, the ability to generate income, and the ability to provide jobs.

## Theoretical Framework

### First- Incubation Processes:

It is interested in measuring the effectiveness of all operations related to business incubation operations in the incubator, this dimension is concerned with the basic competencies of the incubation, and the most important two operations in the incubator are improving the opportunities for entrepreneurs to access business and consulting services, i.e. increasing their ability to network and the second process is to transfer administrative knowledge to entrepreneurs. Improving the ability of entrepreneurs to network is very important, as it is the means by which he can obtain the resources he needs in order to ensure his continuation and success, and also this feature enables them to seek external experts in the event they need technical advice, find partners or exchange experiences with other entrepreneurs, while transferring knowledge. It is another major service provided by the incubator for entrepreneurs. This service aims to improve their administrative capabilities and competencies. In order for the incubator to provide these services efficiently and effectively, they need to have the necessary competencies and skills to ensure success and achieve the goals of this process. Therefore, you need to employ highly qualified employees and have experience in the local environment.

The internal processes constitute the cornerstone in the formation of the capacity of administrative and competitive business organizations, in the context of the internal processes after the totality of these operations and their details are embodied in the ability and ability of the organization to perform, accomplish and achieve goals (Fadl, 2015, p. 44). However, it is assumed that internal processes are not perceived as being technical and technological productive activities in addition to marketing activities, but rather more, and the internal operations dimension is meant as all vital internal activities and activities that distinguish the organization from other organizations through which the needs of clients, goals and objectives are met (Al-Ghalibi and Idris, 2009, p. 501). This dimension focuses on the important internal operational factors and procedures that enable the organization to distinguish and thus lead to achieving the desires of clients expected from it efficiently and effectively, and also to achieve distinctive financial results satisfactory to shareholders, and also includes in this aspect inventions and innovations that lead to the introduction of new products and services that achieve satisfaction New and existing customers (Thabet, 2016, p. 27).

### Second- Learning

This aspect determines the capabilities that the organization must grow in order to achieve high-level internal processes that create value for customers and shareholders. The aspect of learning and growth for organizations emphasizes three capabilities:

1. The employee's abilities are measured using the employee's understanding, skill levels, employee satisfaction, satisfaction survey and turnover rates.
2. The capabilities of the information system measured by a percentage of the first grade employees.
3. Motivation and Rewards: It is measured by the number of suggestions of each employee and the rate of application of proposals (Moroccan, 2008, p. 8).

It focuses on the internal capabilities and skills that must be developed to achieve the long-term goals of the organization (Obaid, 2014: 29). (Helles and Obaid, 2016: 8) believe that there are three determinants of growth and education:

- **Competencies of Working Individuals:** represented in strategic skills, levels of training and their potential.
- **Technological Infrastructure:** It is the technology used in the strategy, the strategic database, programs, patents, and copyrights.
- **Pivotal Actions:** the decision cycle, defining responsibilities, motivation and teamwork.

All these determinants are considered important indicators of the institution's ability to grow and learn to face competition, as we find that conservative institutions in their culture that do not accept change find themselves lagging in competition compared to their pioneering counterparts that are more open to change processes.

This dimension seeks to answer two basic questions (Obaid, 2014: 29):

- Does the institution have the ability to learn and excel?
- How does the organization strengthen the capacity for continuous change and improvement?

And answering these two questions, leads individuals to the continuous development and improvement necessary for survival.

### **Business Incubators**

Business incubators are institutions established to support and develop startups by providing these companies with a set of support and services resources for a limited period so that they can survive, continue, grow and reduce the risks and potential for failure faced by companies at the beginning of their establishment. From this, business incubators are seen as an integrated development project it contributes to achieving economic and social goals.

### **Business Incubator Concept**

Despite the difference of researchers about defining the conceptual framework for the concept of business incubators, there is almost a consensus on defining its concept, where researchers see that business incubators are institutions established to grow and develop startups, they provide services to entrepreneurs who have ideas for entrepreneurial projects and are still at the beginning of their way to establish Their project, where the incubator works to provide comprehensive and integrated services for these entrepreneurs with the aim of increasing their chances of success and reducing the risk of their projects failing.

There have been many definitions of business incubators, as Abu Qahf (2001: 70) defined them as building a governmental or private institutional exercise of a range of activities aimed at providing advice, advice, services, financial, administrative, and technical assistance to businesses and small industries, whether in the early stages of starting the activity or while practicing it. Or through the stages of growth experienced by different facilities. And Heikal (2003: 189) defined it as an integrated work system that provides all means from a place equipped with all the capabilities required to start and develop the project, and it is managed by a specialized department that provides all kinds of support necessary to increase the success rate of small projects. (Al-Azzam and Moussa, 2010, p. 143) defined it as places that contribute in one way or another to creating and developing the growth of small and medium-sized entrepreneurial projects, and the business incubator helps in refining ideas and perceptions of entrepreneurs, in addition to providing the necessary consultations and facilitating building networks Connect to incubated projects.

By reviewing the previous definitions, researchers see that business incubators are institutions established to grow and develop startups, they provide services to entrepreneurs who have ideas for entrepreneurial projects and are still at the beginning of their way to establish their project, as the incubator works to provide comprehensive and integrated services for these entrepreneurs with the aim of increasing their chances of success and reducing The risks of failing their projects.

### **The Importance of Business Incubators**

Business incubators are among the important mechanisms to support entrepreneurship and develop entrepreneurial projects. Entrepreneurship calls for innovation and change and is considered a real engine for economic and social development. It is still the best hope for any country to prosper, and as societies strive to meet the requirements of employment, the importance of caring for a new generation of entrepreneurs is highlighted. Business, where young talent and creative ideas abound in our Arab world that search for and develop them (El Talla et al., 2017: 3).

- Scientific advice and feasibility studies are provided for emerging SMEs.

- It links emerging and innovative projects with the productive sectors, market mobility and requirements.
- Encourages nontraditional and enterprising investors to create their own companies which are described as venture capital firms or risk.
- It contributes to employing the results of scientific research, innovations and creativity in the form of projects that make it convertible into production.
- It provides job opportunities for those wishing to be real businessmen, especially graduates of university studies, and helps them to start correctly and bypass the rough roads at the beginning of their lives, perhaps the most prominent of which is the bureaucracy that is reflected in (loans, guarantees, founding mechanisms, etc.).
- It works to establish and support small or medium production or service projects that depend on applying appropriate technologies and modern innovations.
- A generation of business owners qualifies, supports and supports them to establish meaningful and rewarding businesses, which contributes to the development of production and the opening of job opportunities and the advancement of the economy.
- The SMEs help to face the administrative, financial, technical and marketing difficulties that usually face the establishment stage.
- Provides support and assistance to small and medium enterprises to achieve high growth rates and quality.
- It opens the way for investment in areas that are feasible for the national economy, such as incubators for technology businesses, incubators for small and supportive industries, incubators for information projects, and others.

The researchers believe that the importance of business incubators lies in its prominent role in economic and social development through:

- Encouraging and developing small and emerging projects, mainly business incubators were established with the aim of helping these projects and providing the necessary support to them, which helps them to overcome the difficulties facing projects at the beginning of their establishment, which is due to the lack of experience and the absence of the planning and advisory side.
- Economic and social development, where business incubators contribute to the revitalization of the local community through setting up projects and supporting the business environment, and it is considered a center for spreading entrepreneurial thought and free work among young people, and we do not lose sight of the fact that activating self-employment and setting up projects in any city or region contributes to promoting economic development By reducing unemployment rates, increasing the number of companies that pay dues to the state, they also stimulate production, import and export operations, all of which ultimately are in the interest of the state.

#### **Business Incubators in Palestine:**

All Palestinian business incubators have been established with funding from the World Bank and the European Union, whether through the Info Dev program such as the Palestinian Incubator Incubator and the Business and Technology Incubator at the Islamic University, or through the QIF Program such as the Incubator of An-Najah University and the Palestine Polytechnic University Incubator. Domestic and international Microsoft, Intel Google, USAID, PALTRADE, SPARK (Al-Shukri, 2012: 9).

#### **Methodology and Procedures:**

**First- Study Methodology:** The study methodology and procedures are considered a main axis through which the applied side of the study is accomplished, and through it the data required to conduct the statistical analysis 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 it seeks to achieve.

**Second- The Study Method:** In order to achieve the objectives of the study, the researchers used the descriptive analytical approach through which it tries to describe the phenomenon under study, and to analyze its data, the relationship between its components and the opinions presented about it and the processes involved and the effects that it causes.

#### **The researchers used two primary sources of information:**

1. **Secondary Sources:** Where the researchers moved in treating the theoretical framework of the study to secondary data sources, which are represented in the relevant Arab and foreign books and references, periodicals, articles and reports, and previous research and studies that dealt with the subject of study, research and reading in various internet sites.
2. **Primary Sources:** To address the analytical aspects of the subject of the study, the researchers resorted to collecting primary data through the questionnaire as a study tool, specially designed for this purpose.

**Third- Study Community And Sample:** The study community is defined as all the vocabulary of the phenomenon that the researcher studies, and based on the study problem and its goals, the target community consists of all employees working in business incubators in Gaza Strip and incubators experts and consultants, where the total number reached "62", according to the



data that Researchers collected from incubators. The comprehensive “survey” survey method was used for all members of the study community, as 55 questionnaires were returned, 88.70%.

**Fourth- Study Tool:** A questionnaire was prepared on "The reality of improving the performance of business incubators in Gaza Strip", as it consists of two main sections:

**The First Section:** It is the personal data of the respondents (gender, age, educational qualification, nature of work in the incubator, years of work experience).

**The Second Section:** It is a two-dimensional learning and business incubation process, and it consists of 17 paragraphs, distributed as follows:

- The business incubation dimension consists of (9) paragraphs.
- Learning dimension, and it consists of (8) paragraphs.

**The Third Section:** It is about improving the performance of the incubator, and it consists of (12) items.

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

**Table 1:** Five-way Likert scale

The Response	Strongly Disagree	Not Agree	Neutral	Agree	Strongly Agree
Class	1	2	3	4	5

**Fifth: Validity of the questionnaire:**

The truthfulness of the questionnaire means "that the questionnaire measures what was set to measure it" (Al-Jarjawi, 2010: 105), and also means "the questionnaire includes all the elements that must be included in the analysis on the one hand, and the clarity of its paragraphs and their vocabulary on the other hand, so that they are understandable to each of Used by "(Obaidat et al., 2001: 179). The validity of the questionnaire was confirmed in two ways:

**The First Way:** believe the opinions of the arbitrators "apparent honesty":

The arbitrators sincerely meant, "It is for the researcher to choose a number of arbitrators who specialize in the field of the phenomenon or problem under study" (Al-Jarjawi, 2010: 107) where the questionnaire was presented to a group of arbitrators, and the researchers responded to the opinions of the arbitrators and made the necessary delete and amend In light of the proposals submitted, the questionnaire was finalized.

**The Second Method:** validate the scale:

1. **Internal Validity:** The internal consistency sincerely means the consistency of each of the questionnaire paragraphs with the field to which this paragraph belongs, and the researchers calculated the internal consistency of the questionnaire by calculating the correlation coefficients between each of the paragraphs of the questionnaire fields and the overall degree of the same field.

**Results of Internal Consistency**

**Table 2:** Correlation coefficient between each item of the "business incubation dimension" field and the overall score of the field

#	Item	Pearson Correlation Coefficient	Probability Value (Sig.)
1.	The incubator has good experience with the legal procedures related to setting up companies	.792	*0.000
2.	The incubator sets precise and precise criteria for selecting and sorting advanced pilot projects	.610	*0.000
3.	The incubator provides consulting and training services to suit the needs of every incubated company	.796	*0.000
4.	The incubator works to link incubated projects with local and regional investors	.804	*0.000
5.	The incubator provides the appropriate financial support for the incubated projects	.695	*0.000
6.	The incubator respects the trust and confidentiality of all incubated companies	.717	*0.000
7.	The incubator documents the experiences of the incubated companies	.752	*0.000
8.	The incubator continuously develops its incubations	.770	*0.000
9.	The incubator periodically evaluates business incubations	.782	*0.000

\* Correlation significant statistically at the significance level ( $\alpha \leq 0.05$ )

The tabular R is at a free degree (53) and the level of significance 0.01 equals 0.354

Tabular R at freedom degree (53) and moral level 0.05 equals 0.273

The previous table shows the correlation coefficient between each item of the "business incubation dimension" field and the overall degree of the field, which shows that the correlation coefficients shown are a function at the significance level of  $0.05 \geq \alpha$  and thus the field is considered true to what was set for its measurement.

**Table 3:** Correlation coefficient between each item of the "learning dimension" field and the overall score of the field

#	Item	Pearson Correlation Coefficient	Probability Value (Sig.)
1.	The incubator seeks to obtain the best employees through clear and defined criteria and procedures	.694	*0.000
2.	The incubator seeks to hire mentors, trainers and consultants who have the best talents and experience	.880	*0.000
3.	The mentors and trainers have sufficient practical experience in the areas that the entrepreneur needs	.757	*0.000
4.	The incubator staff has various skills in the areas of business planning, management, marketing and accounting	.749	*0.000
5.	The incubator provides training programs for its employees to build their capabilities and raise their scientific and practical competence	.784	*0.000
6.	The incubator staff makes an extra effort to serve the entrepreneurs	.697	*0.000
7.	The incubator is constantly working to improve the quality of services provided to entrepreneurs in order to ensure excellence and achieve the required goals	.842	*0.000
8.	The incubator works to study global best practices in managing business incubators and making use of them in incubator management	.829	*0.000

\* Correlation significant statistically at the significance level ( $\alpha \leq 0.05$ )

The tabular R is at a free degree (53) and the level of significance 0.01 equals 0.354

Tabular R at freedom degree (53) and moral level 0.05 equals 0.273

The previous table shows the correlation coefficient between each of the paragraphs of the "learning dimension" field and the overall score of the field, which shows that the correlation coefficients shown are a function at the significance level of  $0.05 \geq \alpha$  and thus the field is considered true to what was set to measure it.

**Table 4:** Correlation coefficient between each item of the "Incubator Performance Development" field and the overall field score

#	Item	Pearson Correlation Coefficient	Probability Value (Sig.)
1.	The incubator has a specific vision for the future and seeks to achieve it	.656	*0.000
2.	The incubator can achieve its goals through its available resources	.573	*0.000
3.	The incubator achieves stakeholder goals efficiently and effectively	.840	*0.000
4.	The incubator has a clear organizational structure	.720	*0.000
5.	Responsibilities are defined and the roles are distributed fairly to the employees	.655	*0.000
6.	The incubator receives honors and awards for her support of entrepreneurship	.535	*0.000
7.	There is a steady increase in the satisfaction of entrepreneurs and other stakeholders with the services provided by the incubator.	.654	*0.000
8.	The incubator takes seriously the complaints of the entrepreneurs and finds suitable solutions for them	.778	*0.000
9.	The incubator has various contacts and relationships with local and international professional networks and organizations	.774	*0.000
10.	The incubator is diversifying the sources of funding to ensure the sustainability of the incubator's work	.751	*0.000
11.	The incubator allows entrepreneurs, employees and other stakeholders to obtain relevant data and information in a timely manner	.709	*0.000
12.	There is a continuous improvement in incubator performance	.812	*0.000

\* Correlation significant statistically at the significance level ( $\alpha \leq 0.05$ )

The tabular R is at a free degree (53) and the level of significance 0.01 equals 0.354

Tabular R at freedom degree (53) and moral level 0.05 equals 0.273

The previous table shows the correlation coefficient between each item of the "improved incubator performance" field and the overall score of the field, which shows that the correlation coefficients shown are a function at the significance level of 0.05  $\alpha$  and thus the field is considered true to what was set to measure it.

2. **Structure Validity:** Structural honesty is one of the tools of sincerity of the tool, which measures the extent to which the goals that the tool wants to reach, and shows the extent to which each field of study relates to the overall degree of questionnaire paragraphs.

**Table 5:** Correlation coefficient between the score for each field of the questionnaire and the overall degree of resolution

Domain	Pearson Correlation Coefficient	Probability Value (Sig.)
Business Incubation Dimension.	.941	*0.000
Learning Dimension.	.931	*0.000
Development Of Incubator Performance.	.920	*0.000

\* Correlation significant statistically at the significance level ( $\alpha \leq 0.05$ )

The tabular R is at a free degree (53) and the level of significance 0.01 equals 0.354

Tabular R at freedom degree (53) and moral level 0.05 equals 0.273

The previous table shows that all correlation coefficients in all areas of the questionnaire are statistically significant at the level of significance ( $\alpha \leq 0.05$ ) and thus all the areas of the questionnaire are considered true to what was set to measure it.

**Reliability:** The stability of the questionnaire is intended to give the questionnaire the same results if it is re-applied several times in a row. It is also intended to what degree the scale gives close readings each time it is used, or what is the degree of its consistency, consistency, and continuity when its use is repeated at different times (Al-Jarjawi, 2010: 97).

The researchers have verified the stability of the study resolution through the Cronbach's Alpha Coefficient, and the results are as shown in the following table.

**Table 6:** Cronbach's coefficient alpha for measuring resolution stability

The Field	The Number Of Paragraphs	Cronbach's Coefficient Alpha
Business Incubation Dimension.	9	0.895
Learning Dimension.	8	0.905
Development Of Incubator Performance.	12	0.905
All Paragraphs Of The Questionnaire	29	0.971

It is clear from the results shown in the previous table that the value of Cronbach's coefficient alpha is high for each field, ranging between (0.895, 0.905), while all paragraphs of the questionnaire reached (0.971), and this means that stability is high and statistically significant.

Thus, the questionnaire is in its final form, and the researchers have confirmed the validity and consistency of the study's questionnaire, which makes it fully confident of the validity of the questionnaire and its validity to analyze the results and answer the study questions.

### Data Analysis, Study Hypotheses, and Discussion

It includes an offer to analyze data and test the hypotheses of the study, by answering the study questions and reviewing the most prominent results of the questionnaire, which was reached through the analysis of its paragraphs, and to find the personal data of the respondents, so the statistical treatments of the data collected from the study questionnaire were used, as the packages program was used. Statistical for Social Studies (SPSS) to obtain the results of the study that was presented and analyzed.

### Statistical Description of the Study Sample According To Personal Data

**Table 7:** Distribution of the study sample according to demographic variables

Personal Data		Count	Percentage%
Gender	Male	43	78.2
	Female	12	21.8
Total		55	100.0
Age Group	Less 25 years old	9	16.4
	From 25 to 34 years old	27	49.1
	From 35 to 45 years old	13	23.6
	Over 45 years old	6	10.9

<b>Total</b>		55	100.0
<b>Educational Qualification</b>	Diploma	1	1.8
	BA	21	38.2
	Postgraduate	33	60.0
<b>Total</b>		55	100.0
<b>The nature of work in the incubator</b>	Administrative / employee in the incubator	26	47.3
	Consultant / business development expert	29	52.7
<b>Total</b>		55	100.0
<b>Years of work experience</b>	Less than 3 years	10	18.2
	From 3 to 6 years	21	38.2
	From 7 to 10 years	12	21.8
	More than 10 years	12	21.8
<b>Total</b>		55	100.0

It is clear from the previous table that most of the study sample is male (78.2%), while females constitute only 21.8%, and these differences between the numbers of males and females are due to the prevailing cultural concepts in Palestinian society about women's work, in light of high unemployment, priority is usually given to males To have access to employment. It is also clear that the largest proportion was for the age group from 25 to 34 years and its percentage (49.1%), which is almost half of the sample, followed by the age group from 35 to 45 years and its percentage (23.6%), while the age group under 25 years of age reached (16.4) %, And researchers attribute this to the fact that incubators are looking for those who have practical experience, as this applies mostly to age groups older than 25, while the age group is less than 25, most of them are new graduates who lack practical experience, so they are less fortunate to work in the incubators. Age over 45 years, most of them may prefer to work in jobs that provide more job stability.

It is also clear that more than half of the sample are holders of higher degrees with a rate of (60%), and researchers attribute the majority ownership of a "postgraduate" educational qualification that almost half of the sample members are business experts and consultants who also work as lecturers in colleges and universities. It is also clear from the previous table that 47.3% of the study sample is the nature of their work in the incubator as an administrative / employee in the incubator, while 52.7% is the nature of their work as a consultant / business development expert. This percentage is representative of the study community, where consultants and business development experts represent 56.5% of the study population and their percentage is greater than incubator employees, where they represent 43.5% of the community. This result reflects the reality of work and employment in business incubators, as the number of entrepreneurial projects is increasing, which requires Hire experts and guides more.

It is also clear that 18.2% of the study sample have years of work experience less than 3 years, 38.2% of work experience years range from 3 to 6 years, while 21.8% of work experience years range from 7 to 10 years and more than 10 years, meaning that approximately 81.8% have practical experience for a period ranging from 3 years or more, as this indicates the interest of incubators to attract those who have practical experience of not less than three years in the labor market, and this is a positive indication that the incubator is interested in attracting those with competence and experience, which reflects positively on The services provided by the incubator for entrepreneurs.

### Third- The Criterion Adopted In the Study:

To determine the criterion adopted in the study, the length of the cells was determined in the Likert pentatonic scale by calculating the range between the scale grades (5-1 = 4) and then dividing it by the largest value in the scale to obtain the length of the cell i.e. (4/5 = 0.80) and then This value was added to the lowest value in the scale (the beginning of the scale and it is the correct one) to determine the upper limit of this cell (Ozen et al., 2012), and so the length of the cells became as shown in the following table:

**Table 8:** the criterion approved in the study

SMA	Relative weight	Degree of approval
From 1- 1.79	From 20% - 35.99%	Very weak
From 1.80- 2.59	From 36% - 51.99%	Weak
From 3.39 - 2.60	From 52% - 67.99	Medium
From 3.40- 4.19	From 68% - 83.99%	Large
From 4.20 - 5	From 84% - 100%	Very Large

To explain the results of the study and to judge the level of response, the researchers relied on the arrangement of arithmetic averages at the level of the questionnaire and the level of paragraphs in each field, and the researchers determined the degree of approval according to the criterion approved for the study.

**Analysis of the Paragraphs of the Questionnaire:**

**1. Paragraphs Analysis of the "Business Incubation Dimension" Field**

The mean, standard deviation, relative weight, rank, and t-test value were used to find the degree of approval. The results are shown in the following table:

**Table 9:** Arithmetic mean, standard deviation, relative weight, rank, and t-test value for each item of the "business incubation dimension" field.

#	Item	SMA	Standard Deviation	Relative Weight	Degree Of Approval	Test Value	Probability Value	Ranking
1.	The incubator has good experience with the legal procedures related to setting up companies	4.09	0.91	81.82	Large	8.91	0.000	7
2.	The incubator sets precise and precise criteria for selecting and sorting advanced pilot projects	4.44	0.57	88.73	Very Large	18.70	0.000	2
3.	The incubator provides consulting and training services to suit the needs of every incubated company	4.27	0.68	85.45	Very Large	13.90	0.000	4
4.	The incubator works to link incubated projects with local and regional investors	4.05	0.87	81.09	Large	8.99	0.000	8
5.	The incubator provides the appropriate financial support for the incubated projects	4.04	0.84	80.73	Large	9.17	0.000	9
6.	The incubator respects the trust and confidentiality of all incubated companies	4.52	0.61	90.37	Very Large	18.41	0.000	1
7.	The incubator documents the experiences of the incubated companies	4.26	0.71	85.19	Very Large	13.12	0.000	5
8.	The incubator continuously develops its incubations	4.40	0.71	88.00	Very Large	14.63	0.000	3
9.	The incubator periodically evaluates business incubations	4.13	0.87	82.59	Large	9.54	0.000	6
<b>All Paragraphs Of The Field Together</b>		4.24	0.56	84.89	Very Large	16.38	0.000	

The value of the tabular t at freedom (54) and the level of significance 0.05 equals 1.67.

The value of the tabular t at freedom (54) and the level of significance 0.01 is equal to 2.39.

From the previous table, the following can be drawn:

For the sixth paragraph, the incubator respects the trust and confidentiality of all incubated companies, on the first rank with an average score of 4.52 (total score of 5), i.e. the relative weight of 90.37%, and this means that there is a very large agreement by the sample members on this paragraph, and this is evidence. However, incubators work to provide a protected environment for incubated companies and the protection of the intellectual property of these companies, as part of the incubator's tasks is to provide legal services to incubated companies, whether those related to the establishment and registration of companies or related to intellectual property protection, and the importance of this in helping the incubated companies to develop markets for their products is hidden.

The fifth paragraph, "The incubator works to provide appropriate financial support for the incubated projects", got the last rank with an average of 4.04, meaning that the relative weight is 80.73%. This means that there is great approval by the sample members on this paragraph, and the researchers attribute the paragraph to the last rank. Due to the difficulties incubators face in obtaining financing, which constitutes an obstacle in providing adequate support for the incubated projects, the incubators also depend in their funding of the incubated projects on the unified funding policy for all projects - that is, the value of financing for all of the same regardless of their different needs, so Of funding may suffice one of the projects in return the same value is not enough of another project.

In general, it can be said that the mean of the "business incubation dimension" field is 4.24, meaning that the relative weight is 84.89%, and this means that there is a very large agreement by the individuals of the sample on the paragraphs of this field.

From this it can be concluded that incubators pay great attention to incubation processes - this dimension, which is derived from the internal processes dimension, measures the incubator's ability to conduct incubation processes by imparting knowledge to

incubated companies and improving their ability to network, and researchers attribute this high approval that incubators are familiar with That the basis for the incubator’s success starts from the efficiency and effectiveness of incubation processes and this is consistent with what was mentioned in the study (Messegem et al., 2017) that the efficiency and effectiveness of incubation processes is the key to success of incubation, and also with (Wang et al., 2014) study that interest in internal processes Affects the success of incubated companies, With a study (Struwing & Meru, 2011) that the internal environment factors, including the management method used, affect the performance of business incubators, and in general most of the studies that have been applied in different environments agree on the importance of attention to internal processes, including a study (Zebda and Abu Eida, 2016) which It was applied to banks in Palestine, a study (Al-Farra et al., 2016) that applied to public sector institutions in Gaza Strip, and a study (Al-Hanini and Ziadat, 2014) applied to Jordanian universities.

**2. Analysis of Paragraphs of the Field of "Learning Dimension"**

The mean, standard deviation, relative weight, rank, and t-test value were used to find the degree of approval. The results are shown in the following table.

**Table 10:** Arithmetic mean, standard deviation, relative weight, rank, and t-test value for each item of the "learning dimension" field

#	Item	SMA	Standard Deviation	Relative Weight	Degree Of Approval	Test Value	Probability Value	Ranking
1.	The incubator seeks to obtain the best employees through clear and defined criteria and procedures	4.09	0.81	81.85	Large	9.95	0.000	6
2.	The incubator seeks to hire mentors, trainers and consultants who have the best talents and experience	4.44	0.71	88.73	Very Large	14.92	0.000	1
3.	The mentors and trainers have sufficient practical experience in the areas that the entrepreneur needs	4.09	0.84	81.82	Large	9.58	0.000	7
4.	The incubator staff has various skills in the areas of business planning, management, marketing and accounting	4.24	0.75	84.81	Very Large	12.14	0.000	3
5.	The incubator provides training programs for its employees to build their capabilities and raise their scientific and practical competence	3.52	0.99	70.37	Large	3.87	0.000	8
6.	The incubator staff makes an extra effort to serve the entrepreneurs	4.33	0.72	86.55	Very Large	13.64	0.000	2
7.	The incubator is constantly working to improve the quality of services provided to entrepreneurs in order to ensure excellence and achieve the required goals	4.20	0.76	84.00	Very Large	11.78	0.000	4
8.	The incubator works to study global best practices in managing business incubators and making use of them in incubator management	4.11	0.88	82.22	Large	9.25	0.000	5
<b>All Paragraphs Of The Field Together</b>		4.13	0.63	82.50	Large	13.32	0.000	

The value of the tabular t at freedom (54) and the level of significance 0.05 equals 1.67.

The value of the tabular t at freedom (54) and the level of significance 0.01 is equal to 2.39.

From the previous table, the following can be drawn:

The second paragraph, "The incubator seeks to contract with mentors, trainers and consultants who have the best qualifications and experience", ranked first with an average score of 4.44 (total score of 5), meaning that the relative weight is 88.73%, which means that there is strong approval by the sample members on This paragraph, and the researchers attribute this high approval to that business incubators are keen to attract the best talents because of its direct impact on activating creativity and innovation in the incubator.

The fifth paragraph, "The incubator provides training programs for its employees to build their capabilities and raise their scientific and practical competence", ranked last with an average of 3.52, meaning that the relative weight is 70.37%. This means that there is approval by the sample members on this paragraph, attributing the researchers to the paragraph’s obtaining the rank the latter has

indicated that there may be a need to provide more effective training programs for employees to improve their skills. Through the researchers' communication with incubators, it became clear to them that there is no specific training plan or training programs to develop employees' skills and that this mainly depends on the existence of funding, and this is consistent with what it has reached. Dr. (Barhoum, 2014) whose study community was the incubated and graduated projects, a paragraph "Provided the business incubator has provided an efficient and effective cadre that responds to your inquiries about what your project needs" at a relative average of 58.52%, which indicates that the satisfaction of entrepreneurs with the competence of the incubator staff is average. This indicates that there is a gap between the efficiency of the workforce and what the entrepreneur expects to do so. The incubators have to take this into consideration. Also, this result is consistent with the study (Al-Qawasmeh, 2010) that there is a lack of expertise of the incubator staff in some aspects.

In general, it can be said that the arithmetic mean for the "learning dimension" field is 4.13, meaning that the relative weight is 82.50%, and this means that there is great agreement by the individuals of the sample on the paragraphs of this field.

These results indicate that incubators are keen to improve the degree of learning and innovation they have, through its endeavor to understand the best global practices in the management of incubators and transfer them to incubators in Gaza, and work to choose the best employees and experts, and also by improving the skills of their workers, through Researchers interviewed with incubator staff who found out that self-education is the path used for them to develop their skills, and the incubator may offer training programs for them if funding is available.

This is in line with the study (Messeghem et al., 2017) which indicated that "learning" is the basic building block of the organization's performance, which is the path through which the goals of other dimensions are achieved, and in general it is consistent with most of the previous studies in which after learning and growth it has received approval As high as the study (Zebda and Abu Eida, 2016), and the study (Al-Farra et al., 2016), and the study (Al-Mobaideen et al., 2016) and the study (Helles and Obaid, 2016) differed with them in obtaining the dimension Medium approval.

**Second: Analyzing the paragraphs of "Incubator Performance Development".**

The mean, standard deviation, relative weight, rank, and t-test value were used to find the degree of approval. The results are shown in the following table.

**Table 11:** Arithmetic mean, standard deviation, relative weight, rank, and t-test value for each item in the Incubator Performance Development field.

#	Paragraphs	SMA	Standard Deviation	Relative Weight	Degree Of Approval	Test Value	Probability Value	Ranking
1.	The incubator has a specific vision for the future and seeks to achieve it	4.15	0.81	82.96	Large	10.41	0.000	3
2.	The incubator can achieve its goals through its available resources	3.67	0.97	73.33	Large	5.04	0.000	11
3.	The incubator achieves stakeholder goals efficiently and effectively	3.78	0.92	75.56	Large	6.18	0.000	10
4.	The incubator has a clear organizational structure	4.09	0.81	81.85	Large	9.95	0.000	5
5.	Responsibilities are defined and the roles are distributed fairly to the employees	3.87	0.83	77.41	Large	7.75	0.000	9
6.	The incubator receives honors and awards for her support of entrepreneurship	3.91	0.80	78.18	Large	8.43	0.000	8
7.	There is a steady increase in the satisfaction of entrepreneurs and other stakeholders with the services provided by the incubator.	3.65	0.78	72.96	Large	6.10	0.000	12
8.	The incubator takes seriously the complaints of the entrepreneurs and finds suitable solutions for them	4.07	0.72	81.45	Large	11.11	0.000	7
9.	The incubator has various contacts and relationships with local and international professional networks and organizations	4.31	0.72	86.18	Very Large	13.54	0.000	2
10.	The incubator is diversifying the sources of funding to ensure the	4.15	0.94	82.96	Large	8.98	0.000	3

#	Paragraphs	SMA	Standard Deviation	Relative Weight	Degree Of Approval	Test Value	Probability Value	Ranking
	sustainability of the incubator's work							
11.	The incubator allows entrepreneurs, employees and other stakeholders to obtain relevant data and information in a timely manner	4.07	0.87	81.48	Large	9.12	0.000	6
12.	There is a continuous improvement in incubator performance	4.35	0.73	86.91	Very Large	13.75	0.000	1
<b>All Paragraphs Of The Field Together</b>		4.01	0.58	80.12	Large	12.97	0.000	

The value of the tabular t at freedom (54) and the level of significance 0.05 equals 1.67.

The value of the tabular t at freedom (54) and the level of significance 0.01 is equal to 2.39.

From the previous table, the following can be drawn:

The arithmetic mean for the twelfth paragraph "There is a continuous improvement in the incubator's performance" equal to 4.35 (total score of 5), meaning that the relative weight is 86.91%, and this means that there is great agreement by the members of the sample on this paragraph, which indicates that the incubator benefits from Her past experiences and is constantly improving her performance.

The mean of the seventh paragraph "a steady increase in the satisfaction of entrepreneurs and other stakeholders on the services provided by the incubator" is equal to 3.65, meaning that the relative weight of 72.96%, and this means that there is great agreement by the sample members on this paragraph, attributing the researchers to the paragraph's ranking Finally, incubators may need to review their mechanism for monitoring and assessing progress in achieving stakeholder expectations.

In general, it can be said that the mean of the "incubator performance improvement" field is 4.01, that is, the relative weight is 80.12%, and this means that there is agreement by the individuals of the sample on the paragraphs of this field.

This indicates that incubators are constantly working to enhance their role in supporting entrepreneurship and increasing the value of their services provided to entrepreneurs, and this is consistent with the study (Al-Azzam and Moussa, 2010) where he indicated the importance of incubators focusing on the administrative and technical services they provide for entrepreneurial projects. Which contributes to improving its performance and increasing the chances of its success, and also is consistent with a study (Barhoum, 2014) which indicated that the success rate of projects increases with an increase in the percentage of services provided to them by the business incubator, and with the study (Al-Nakhala, 2015) that concluded that technological incubators are considered An essential engine in supporting and developing small projects and having a prominent role in advocacy Scientific research and creativity and administrative and technical guidance for small projects, and with a study (Owda, 2016) that confirmed the important role of business incubators in supporting entrepreneurship, and also agreed with a study (M'Chirgui, 2012) that indicated that business incubators need to constantly increase their professional competence And with a study (Struwog & Meru, 2011) that demonstrated the importance of developing incubator performance, which in turn affects its services to incubated companies.

### Testing the Study Hypotheses

**Ho 1:** There is a statistically significant relationship at the significance level of 0.05  $\alpha$  between learning and business incubation processes and improving the performance of business incubators in Gaza Strip.

To test this hypothesis, the "Pearson correlation coefficient" test was used, and the following table illustrates this.

**Table 12:** Correlation coefficient between the business incubation and learning dimensions and improving the performance of business incubators in Gaza Strip

Hypotheses	Pearson Correlation Coefficient	Probability Value (Sig.)	Significance
<b>Ho 1-1:</b> There is a statistically significant correlation at the significance level ( $\alpha \leq 0.05$ ) between the business incubation process and the development of business incubator performance in Gaza Strip.	.853	*0.000	Sig.
<b>Ho 1-2:</b> There is a statistically significant correlation at the significance level ( $\alpha \leq 0.05$ ) between the distance learning and the development of the performance of business incubators in Gaza Strip.	.803	*0.000	Sig.

\* Correlation significant statistically at the significance level ( $\alpha \leq 0.05$ )

The tabular R is at a free degree (53) and the level of significance 0.01 equals 0.354

Tabular R at freedom degree (53) and moral level 0.05 equals 0.273

Returning to the previous table shows the following:



- The correlation coefficient between the business incubation dimension and improving the performance of business incubators in Gaza Strip is 0.853 and the probability value (Sig.) Equals 0,000 which is less than 0.05 this indicates a statistically significant relationship between the business incubation dimension and improving the performance of business incubators in Gaza Strip.
- The correlation coefficient between the learning dimension and improving the performance of business incubators in Gaza Strip is 0.803 and the probability value (Sig.) Equals 0,000 which is less than 0.05 this indicates a statistically significant relationship between the learning dimension and improving the performance of business incubators in Gaza Strip.

This means that applying learning and business incubation processes helps business incubators develop their performance and achieve their strategic goals.

**Ho 2:** There is a statistically significant effect at the significance level of ( $\alpha \leq 0.05$ ) for post-learning and business incubation processes to improve the performance of business incubators in Gaza Strip.

To test this hypothesis, multiple linear regression was used, and the following table illustrates this:

**Table 13:** Multiple Linear Regression Analysis

Independent Variables	Regression Coefficients	T Test Value	Probability Value (Sig.)
Fixed amount	0.321	1.035	0.305
Business Incubation Dimension.	0.669	4.310	0.000
Learning Dimension.	0.205	1.469	0.148
Correlation Coefficient = 0.859		Modified Determination Coefficient = 0.739	
Test Value F = 37.463		Probability Value = 0.000	

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

- Correlation coefficient = 0.859, and adjusted coefficient of determination = 0.739, which means that 73.9% of the change in the development of business incubators was explained by the linear relationship and the remaining percentage may be due to other factors that affect improving the performance of business incubators in Gaza Strip.
- The calculated test value of F is 37.463, and the probability value is 0,000, which means rejecting the null hypothesis and acceptance of a statistically significant relationship between learning and business incubation processes and improving the performance of business incubators in Gaza Strip.
- It was found that the variable "business incubation dimension" influenced improving the performance of business incubators in Gaza Strip, while it showed that the effect of the learning dimension was weak.

The results show that the primary influence on incubator performance is after business incubation processes, as its effect dominated the learning dimension, which led to its weak impact.

The researchers attribute this to the fact that change begins from within. Even in all aspects of life, there is a saying that if you want to reform, start from within. For the incubator to succeed, it must start from improving its internal operations, which in turn will lead it to achieve its other goals. Essential to the incubator, improving it will improve the other dimensions.

**Ho 3:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers about the impact of learning and business incubation processes in developing business incubators in Gaza Strip due to personal data (gender, age, educational qualification, nature of work in the incubator, years Practical experience).

To test this hypothesis, a "T test for two independent samples" was used to find out whether there were statistically significant differences and it is a teacher test suitable for comparing the mean of two sets of data. Also, a "mono-variance" test was used to see if there were statistically significant differences and this parameter test is valid to compare 3 or more averages.

**The following main hypotheses are sub-divided into the following:**

**Ho 3-1:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the respondents' mean averages regarding learning and business incubation processes and their effect on developing the performance of business incubators in Gaza Strip due to gender.

To test this hypothesis, a T-test for two independent samples was used, and the following table illustrates this.

**Table 14:** Results of the T-test for two independent samples - gender

The Field	Gender	The Number	SMA	Standard Deviation	T Value	Significance Level	Indication
Business Incubation Dimension.	Male	43	4.22	0.54	-0.614	0.542	Not Sig.
	Female	12	4.33	0.65			
Learning Dimension.	Male	43	4.10	0.57	-0.518	0.607	Not Sig.
	Female	12	4.21	0.82			

Development Of The Performance Of Business	Male	43	4.03	0.48	-0.712	0.479	Not Sig.
	Female	12	4.16	0.61			

The value of the tabular t at freedom (53) and the level of significance 0.05 equals 1.67.

The value of the tabular t at freedom (53) and the level of significance 0.01 equals 2.39.

From the results shown in the previous table it was found that the probability value (Sig.) Corresponding to the test “T - for two independent samples” is greater than the significance level 0.05 for all domains and domains combined together, thus it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these Domains and domains combined together are attributed to sex. This means that both sexes have close opinions on the impact of learning, business incubation processes and the development of incubator performance. Researchers attribute this to the fact that the nature of work in incubators is one and there is no difference in job roles in favor of either party over the other.

These results were consistent with the studies of (Al-Farra et al., 2016), (Owda, 2016), (Al-Nakhala, 2015), which showed that there were no statistically significant differences in the opinions of individuals of the study sample attributed to gender and differed with the study (Al -Mobaideen et al., 2016) that showed differences in the opinions of the study sample individuals due to gender.

**Ho 3-2:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers about learning and business incubation processes and their effect on developing the performance of business incubators in Gaza Strip due to age.

To test this hypothesis, a "mono-contrast" test was used, and the following table illustrates this.

**Table 15:** Results of the "monochrome" test - age

The Field	Source Of Contrast	Sum Of Squares	Degrees Of Freedom	Average Squares	"F" Value	Significance Level	Indication
Business Incubation Dimension.	Between groups	1.363	3	0.454	1.468	0.234	Not Sig.
	Within groups	15.783	51	0.309			
	Total	17.146	54				
Learning Dimension.	Between groups	1.726	3	0.575	1.508	0.224	Not Sig.
	Within groups	19.462	51	0.382			
	Total	21.188	54				
Development Of The Performance Of Business Incubators	Between groups	2.395	3	0.798	2.633	0.060	Not Sig.
	Within groups	15.464	51	0.303			
	Total	17.859	54				

The value of the F table at the degrees of freedom (3, 51) and the significance level 0.05 equals 2.78.

The value of the F table at degrees of freedom (3, 51) and the significance level 0.01 equals 4.19.

From the results shown in the previous table, it was found that the probability value (Sig.) is greater than the significance level 0.05, and thus it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these domains and fields combined together due to age.

**Ho 3-3:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers about learning and business incubation processes and their effect on developing the performance of business incubators in Gaza Strip due to the educational qualification.

To test this hypothesis, a T-test for two independent samples was used, and the following table illustrates this.

**Table 16:** T-test results for two independent samples - qualification

The Field	Gender	The Number	SMA	Standard Deviation	T Value	Significance Level	Indication
Business Incubation Dimension.	BA	22	4.37	0.61	1.204	0.234	Not Sig.
	Postgraduate	33	4.18	0.54			
Learning Dimension.	BA	22	4.27	0.59	1.312	0.195	Not Sig.
	Postgraduate	33	4.04	0.65			
Development Of The Performance Of Business Incubators	BA	22	4.12	0.70	1.118	0.269	Not Sig.
	Postgraduate	33	3.93	0.49			

The value of the tabular t at freedom (54) and the level of significance 0.05 equals 1.67.

The value of the tabular t at freedom (54) and the level of significance 0.01 is equal to 2.39.

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 significance level 0.05 for all domains, and thus it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these areas due to Scientific qualification, and researchers attribute this to the fact that most of the sample members have high qualifications, which means that they are closely related in scientific and intellectual terms.

These results were consistent with the studies of (Zebda and Abu Eida, 2016), (Al-Farra et al., 2016), (Helles and Obaid, 2016), (Owda, 2016) and (Barhoum, 2014) Their results showed that there were no differences between the opinions of the study sample individuals due to the educational qualification, and they differed with the study of (Al-Mobaideen et al., 2016), and (Al-Nakhala, 2015), where their results showed that there are differences between the opinions of the study sample members Attributed to the educational qualification.

**Ho 3-4:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers about learning and business incubation processes and their effect on developing the performance of business incubators in Gaza Strip due to the nature of work in the incubator.

To test this hypothesis, a "T-test for two independent samples" was used, and the following table illustrates this.

**Table 17:** Results of "T - Test for Two Independent" Test - Nature of Work in the Incubator

The Field	The Nature Of Work In The Incubator	The Number	SMA	Standard Deviation	T Value	Significance Level	Indication
Business Incubation Dimension.	Administrative / employee in the incubator	26	4.46	0.47	2.883	*0.006	Sig.
	Consultant / business development expert	29	4.05	0.57			
Learning Dimension.	Administrative / employee in the incubator	26	4.38	0.49	3.004	*0.004	Sig.
	Consultant / business development expert	29	3.90	0.66			
Development of The Performance of Business Incubators	Administrative / employee in the incubator	26	4.31	0.43	4.338	*0.000	Sig.
	Consultant / business development expert	29	3.73	0.56			

The value of the tabular t at freedom (53) and the level of significance 0.05 equals 1.67.

The value of the tabular t at freedom (53) and the level of significance 0.01 equals 2.39.

From the results shown in the previous table it was found that the probability value (Sig.) Corresponding to the test “T - for two independent samples” is less than the significance level of 0.05 for all fields, and thus it can be concluded that there are statistically significant differences between the averages of the study sample estimates about these areas due to the nature Working in the incubator for the benefit of those whose job is administrative / employee in the incubator, and researchers attribute these differences for two reasons:

- The first reason is that employees are more in touch with practical realities and administrative processes in incubators.
- The second reason is that the experts' view may be more comprehensive due to their long experience and extensive knowledge, as well as their dealings with several incubators at the same time.

He disagreed with the studies (Zebda and Abu Eida, 2016), (Al-Farra et al., 2016), and (Helles and Obaid, 2016), which showed that there were no differences between the study sample individuals due to the nature of their work.

**Ho 3-5:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' answers about learning and business incubation processes and their effect on developing the performance of business incubators in Gaza Strip due to years of work experience.

To test this hypothesis, a "mono-contrast" test was used, and the following table illustrates this.

**Table 18:** Results of the "monochrome" test - years of work experience

The Field	Source Of Contrast	Sum Of Squares	Degrees Of Freedom	Average Squares	F Value	Significance Level	Indication
Business Incubation Dimension.	Between groups	2.381	3	0.794	2.741	0.053	Not Sig
	Within groups	14.765	51	0.290			
	<b>Total</b>	17.146	54				

The Field	Source Of Contrast	Sum Of Squares	Degrees Of Freedom	Average Squares	F Value	Significance Level	Indication
Learning Dimension.	Between groups	2.559	3	0.853	2.335	0.085	Not Sig
	Within groups	18.629	51	0.365			
	<b>Total</b>	21.188	54				
Development of The Performance of Business Incubators	Between groups	4.035	3	1.345	4.962	*0.004	Sig.
	Within groups	13.824	51	0.271			
	<b>Total</b>	17.859	54				

The value of the F table at the degrees of freedom (3, 51) and the significance level 0.05 equals 2.78.

The value of the F table at degrees of freedom (3, 51) and the significance level 0.01 equals 4.19.

From the results shown in the previous table, it was found that the probability value (Sig.) Corresponding to the “mono-variance” test is greater than the significance level 0.05 for both learning dimensions and business incubation processes, and thus it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these areas together. Attributed to years of work experience, these results were in agreement with some studies such as (Zebda and Abu Eida, 2016), Al-Farra et al. 2016, Helles and Obaid 2016 and Owda 2016. And (Barhoum, 2014), whose results showed that there were no differences attributable to years of experience, and they differed with the study of (Al-Mobaideen et al., 2016) and (Al-Nakhala, 2015), which showed the presence of differences attributable to the age of S experience.

While there were differences in the development of the performance of business incubators due to the variable of experience, the following table shows the results of the LSD test to compare the averages of the years of work experience categories for the field of improving the performance of business incubators in Gaza Strip, where the results show that there are statistically significant differences between the averages of their experience ranging from 3 to 6 Years and between those whose experience ranges from 7 to 10 years and more than 10 years, for the benefit of those whose experience years range from 3 to 6 years, and it has also been shown that there are statistically significant differences between the averages of those who have less than 3 years of experience and those whose years of experience are more than 10 years, for the benefit of those with less news They are about 3 years old, and finally it was found that there were no statistically significant differences between the rest of the years of experience categories, this means that there is a difference in the perceptions of the individuals of the study sample according to the different years of their experience and the researchers attribute that because the longer the experience period the individual becomes more understanding of reality and more able to give an evaluation More comprehensive.

These results were consistent with the study of (Al-Mobaideen et al., 2016) and (Al-Nakhala, 2015), whose results showed that there were differences in the opinions of the individuals of the study sample due to years of experience, and they differed with studies (Zebda and Abu Eida, 2016) , (Al-Farra et al., 2016), (Helles and Obaid, 2016), (Owda, 2016), and (Barhoum, 2014) whose results showed no differences attributable to years of experience.

**Table 19:** LSD test results to compare average years of work experience categories in the field of improving business incubators in Gaza Strip

Categories	The Difference Between The Averages			
	Less than 3 years	Less than 3 years	Less than 3 years	Less than 3 years
Less than 3 years				
From 3 to 6 years	0.008			
From 7 to 10 years	0.429	*0.421		
More than 10 years	*0.638	*0.629	0.208	

\* The difference between the two meanings is statistically significant at the significance level of ( $\alpha \leq 0.05$ ).

## Results

The following Results and recommendations were reached:

- The results showed that the dimension of incubation processes obtained a relative weight (84.89%), followed by the learning dimension which obtained a relative weight (82.50%)
- As for the order of the paragraphs in terms of their approval in each dimension of the independent variable, the following table shows the paragraphs that got the highest rank and those that got the lowest rank:

**Table 20:** Sorting paragraphs in each dimension

Dimension	First Paragraphs	The Last Ranked Paragraphs
Business Incubation Dimension.	The incubator respects the trust and confidentiality of all incubated companies	The incubator provides the appropriate financial support for the incubated projects

Dimension	First Paragraphs	The Last Ranked Paragraphs
Learning Dimension.	The incubator seeks to hire mentors, trainers and consultants who have the best talents and experience	The incubator provides training programs for its employees to build their capabilities and raise their scientific and practical competence

- The results of the study showed that there is great agreement by the sample members on the paragraphs of the variable "developing the performance of business incubators" where he obtained a relative weight of 80.12%.
- The twelfth paragraph "There is a continuous improvement in the performance of the incubator" got the first rank, while the seventh paragraph "There is a steady increase in the satisfaction of entrepreneurs and other stakeholders on the services provided by the incubator" on the last rank
- The results showed a statistically significant correlation between learning and business incubation processes and developing the performance of business incubators.
- The linear regression analysis model showed that the main effect in improving the performance of business incubators is "after business incubation operations" while it was shown while the weak effect of the learning dimension was shown.
- The results showed that there were no statistically significant differences between the averages of the respondents' answers about learning and business incubation processes in business incubators in Gaza Strip due to the following personal data (gender, educational qualification, years of work experience, age, and nature of work in the incubator)
- The results showed that there were no statistically significant differences between the averages of the respondents' answers about developing the performance of business incubators in Gaza Strip due to the following personal data (gender, age, educational qualification), and the presence of differences attributable to the following data (nature of work in the incubator, years of work experience).

**Recommendations**

In light of the results shown by the study from the effective role of the two dimensions of learning and business incubation processes in improving the performance of incubators, the following recommendations can be proposed:

- Benefiting from the experiences of international organizations and consultative bodies to guide them in the effective application of performance development methods.
- That business incubators seek to reinforce the learning process and incubation processes for business,
- A more effective mechanism should be designed to follow up with companies after the incubation period ends and to monitor the progress of these companies.
- The need for incubators to periodically evaluate their performance in order to identify the strengths and weaknesses, and work to strengthen the strengths and address the weaknesses in order to achieve the goal for which they were established.
- The need for the incubator to focus on two basic axes of how the managerial and technical knowledge is transferred to entrepreneurs, and how it can improve the ability of entrepreneurs to reach professional networks and organizations, i.e. increase their ability to network, networking is the means by which the entrepreneur can obtain the resources he needs In order to ensure its continuity and success.
- The incubators should pay more attention to raising the efficiency of their workforce, identifying their training needs and setting a comprehensive and integrated training plan to build their capabilities. Also, the incubators can collaborate to design training programs to develop skills and build the capacity of workers in the fields of entrepreneurship, which includes counselors and consultants.

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