Information Technology Role in Determining Communication Style Prevalent Among Al-Azhar University Administrative Staff

Husam R. Ahmad[1], Samy S. Abu-Naser[2], Suliman A. El Talla[3], Mazen J. Al Shobaki[4]

[1]*Bait Al Maqds College for Technical Sciences, Gaza, Palestine*
[2]*Department of Information Technology, Faculty of Engineering and Information Technology, Al-Azhar University, Gaza, Palestine*

Email:[1]*Huah65@gmail.com,* [2]*abunaser@Al-Azhar.edu.ps,* [3]*Eltallasuliman@gmail.com,* [4]*mazen.alshobaki@gmail.com*

ABSTRACT

The study aimed at explaining Information Technology Role in Determining Communication Style Prevalent Among Al-Azhar University Administrative Staff . The study population consists of all administrative staff from Al-Azhar University in Gaza. In order to achieve the objectives of the study, the researchers used the random sample method in the study. The study was conducted on a sample of (77) administrative staff from Al-Azhar University with 92.20% response rate.

The study reached a number of results, the most important of which is that there is a high degree of satisfaction with the technology used by Gaza from the point of view of the administrative staff, where the percentage (74.14%). There is a high level of satisfaction with the type of Communication Style prevalent at Al-Azhar University- Gaza from the point of view of administrative staff, where the percentage is (71.36%). There is a direct correlation between the Information Technology and the type of Communication Style prevalent, there is a statistically significant impact of Information Technology Role in Determining Communication Style Prevalent Among Al-Azhar University Administrative Staff , the absence of differences between the sample according to the variables (gender, age, years of service, job level) in their perception of the Information Technology and the type of Communication Style prevalent. There are no statistically significant differences in the perception of Information Technology according to the variable of scientific qualification while there are differences in the pattern of Communication Style prevalent, and that the differences in the type of Communication Style prevalent according to the scientific qualification were in favor of holders of the diploma degree and bachelor's degree compared to the higher practical qualifications (postgraduate).

The study reached a number of recommendations, the most important of which is that the interest of the departments of the Palestinian universities, especially Al-Azhar University, should be kept abreast of the latest developments in information technology, the need for the university administration to take care of the prevailing Communication Style prevalent and provide easy Communication Style prevalent, the continued administration of universities interest and continuous improvement of the performance of its Administrative Staff, enhance the periodic evaluation of job performance and to inform Administrative Staff and express their opinion. Solving Administrative Staff' problems and giving them the opportunity to contribute to solving their own problems, strengthening the democratic leadership style and empowering university staff.

Keywords: Information Technology, Communication Style prevalent, Administrative Staff, Al-Azhar University, Palestinian Universities, Palestine.

1. INTRODUCTION

In an economic and social environment that is known for profound transformations, the organizations themselves have faced major challenges and different ways, which require new ways to absorb these developments and raise challenges through experience, creativity and innovation to achieve quality and quality. The increasing reliance on information technology has had a major impact on the organization, both in terms of form and structure, or on the other hand, by providing a range of strategic options to address them with a view to improving and sustaining the performance of organizations. The application of information technology improves enterprise capacity to innovate and increases its operational efficiency.

Communication is a first-class administrative responsibility, and for administrations to achieve this, they need to understand the nature and type of communication in their institutions, that is to say, in terms of the effectiveness of communication and the best means of automation. On the other hand, recognizing the nature of the communication pattern makes it easier for the caller to prepare his or her appropriate message to be more influential. Good communication also provides an opportunity to identify the best choices and alternatives for making the right decision by integrating different information for better decision making (Al Shobaki et al., 2018), (Al Shobaki et al., 2017), (El Talla et al., 2018), (Abu-Naser et al., 2018) and (Abu Amuna et al., 2018).

As administrative communication plays an important and vital role in the work of any system, because the efficiency of the administrative process in any institution depends on the effectiveness and efficiency of the various communication channels and channels, which link between its administrative units and the community that interact and deal with it, through which information is also received from different parts of the system To the Department and issue instructions and directives to the Administrative Staff, and thus the leaders can coordinate with their subordinates and influence their work behavior, and direct their efforts to reach the level of effective performance and optimal communication process of the most important operational

means that cannot any department to perform its duties without using, because it is a common element in all administrative processes, where the higher the communication process more efficient and effective as possible to pass the information to the parties responsible for decision-making within the organization in a flexible and timely manner. The latter are based on certain data, the most important of which is the availability of the correct information relevant to the subject matter to be decided upon, and the inability to communicate and convey this information with the required speed and accuracy is an obstacle (Al Shobaki et al., 2016), (El Talla et al., 2017), (Abu-Naser et al., 2017) and (Abu Amuna et al., 2017).

2. PROBLEM STATEMENT

The process of communication is one of the characteristics and components of modern institutions. It is an effective way to create internal harmony by ensuring the flow of information between the various functions. Without communication within the organization, the latter loses the ability to work. This is because the administrative and regulatory communication systems provide practitioners with communications procedures, steps, models and guidelines. The existence of these communication systems gives practitioners the ability to use different types of communications accurately and efficiently to enable them to accomplish their business and improve their performance in a way that helps achieve the objectives of the organization and management (Al Shobaki et al., 2018), (El Talla et al., 2018), (Abu-Naser et al., 2016) and (Abu Amuna et al., 2018).

The identification of the factors that affect the performance of Administrative Staff in the institution in a positive or negative is the responsibility of officials in the management of any institution and the neglect of recognition or seek to improve the characteristics of the institution that distinguish them from others is one of the causes of management problems, and through the survey researchers concluded that there is a disparity in the performance of the staff in the Palestinian universities in the Gaza Strip, and there are many factors that affect their performance, so this study aims to identify Information Technology Role in Determining Communication Style Prevalent Among Al-Azhar University Administrative Staff to help guide The attention of the departments of these universities to improve and the importance of addressing the negative aspects for the advancement of those universities and address the obstacles faced by administratively and technically. Where the problem of research emerged in the answer to the following questions:

Q1-: what is the level of technology used at Al-Azhar University-Gaza?

Q2-: What is the level of Communication Style prevalent at Al-Azhar University in Gaza?

Q3-: What role does information technology play in determining Communication Style prevalent at Al-Azhar University in Gaza?

Q4-: Are there differences in information technology and Communication Style prevalent depending on organizational and demographic variables?

3. RESEARCH OBJECTIVES

This study aims to achieve the following objectives:
- Highlight the reality of the technology used at Al-Azhar University in Gaza.
- Identify the level of satisfaction with Communication Style prevalent at Al-Azhar University-Gaza.
- Analysis of the relationship between the nature of the technology used and the prevailing Communication Style prevalent at Al-Azhar University-Gaza.
- Identifying the impact of technology used in determining Communication Style prevalent prevailing at Al-Azhar University- Gaza
- Identification of the differences in the nature of the technology used and Communication Style prevalent according to the demographic variables (gender, age, scientific qualification).
- Identify the differences in the nature of the technology used and Communication Style prevalent according to the functional variables (years of service - job level - workplace).
- Providing suggestions and recommendations the management of Palestinian universities in the Gaza Strip and all departments working in the field of education helps to improve and improve the performance of Administrative Staff.

4. RESEARCH IMPORTANCE

The importance of the study is shown by the benefit that will be given to:
- That it may help decision makers and administrators of Al-Azhar University in Gaza to identify the dimensions of the relationship between the technologies used by Communication Style prevalent to provide the appropriate technology to help improve the administrative communication at the university.
- In addition to this vital field of research, it is one of the important areas that dealt with the concept of human resources performance and its need for development at the present time as a result of the tremendous developments in different fields and facing the need of organizations of human competencies that help solve the problems they face in order to achieve their objectives.
- Because universities are affected by the quality and effectiveness of their human resources, and an important part of these resources is administrative staff, so more attention should be paid to them so that they can achieve their goals and objectives.

5. RESEARCH HYPOTHESIS

In order to provide an appropriate answer to the questions posed, and the study seeks to test the validity of the following assumptions:

Ho 1: There is a statistically significant effect of the technology used in Communication Style prevalent at Al-Azhar University-Gaza.

Ho 2: There are differences in the nature of the technology used and Communication Style prevalent depending on the demographic and organizational variables.

The second hypothesis is based on a set of sub-hypotheses:

Ho 2-1: There are differences in the nature of the technology used and Communication Style prevalent according to the demographic variables (gender - age - scientific qualification).

The first sub-hypothesis is based on a set of sub-hypotheses:

- There are differences in the nature of the technology used and Communication Style prevalent depending on the gender variable.
- There are differences in the nature of the technology used and Communication Style prevalent depending on the age variable.
- There are differences in the nature of the technology used and Communication Style prevalent according to the variable of scientific qualification.

Ho 2-2: There are differences in the nature of the technology used and Communication Style prevalent depending on organizational variables (years of service - level of employment).

The second sub-hypothesis is based on a set of sub-assumptions:

- There are differences in the nature of the technology used and Communication Style prevalent depending on the variable years of service.
- There are differences in the nature of the technology used and Communication Style prevalent depending on the functional level variable.

6. RESEARCH VARIABLES

- **Independent variables**: Information Technology.
- **Dependent variable**: Communication Style prevalent
- **Demographic and organizational variables** (gender, age, academic qualification, years of service, career level).

7. RESEARCH LIMITS AND SCOPE

- **Objective Limit (academic):** The study was limited in its objective to study the role of Information Technology in Communication Style prevalent.
- **Human Limit**: This study is limited to the responses of administrative staff.
- **The institutional limit**: The study was conducted at Al-Azhar University in Gaza.
- **Time Limits**: This study was implemented in 2018 and therefore represents the reality at this time.

8. RESEARCH TERMINOLOGY

- **Communication Style prevalent:** Communication plays an important role within organizations, can be likened to blood in human veins and carries food to all parts of the body. Communication for organizations plays an important role in maintaining the flow and flow of work within organizations. The high efficiency of managers in communication (Maher, 2005). Good

communication is two-way communication because it gives employees opportunities for expression, learning and development (Al-Moghrabi, 1995). Communication patterns predominate in creating creativity and innovation and contributing to decision making. Communication is a social means through which individuals can understand each other, create a dynamic group, and interact continuously between the individual and the community (Hamoud, 2002).

- **Information Technology:** It refers to the extent to which modern technological methods are used in management which contribute to the automation and modernization of administrative work from time to time and the addition of facilities that benefit work and creativity (Al-Thunibat, 1999). Modern technological developments are one of the most conducive factors for organizational climate for both individuals and the organization. However, sometimes it raises many concerns, such as increasing unemployment and reducing the morale of Employees, but this approach to technology is considered a disease. (Hamoud, 2002). The availability of appropriate technology has a positive impact on the quantity and quality of services and production, as well as on the reduction of time required and thus reducing the effort given away (Jad Al-rab, 2005).

9. LITERATURE REVIEW

➤ Study of (Ahmed et al., 2018) aimed to examine the Information Technology and its effect on the nature of the work of the administrators at Al-Azhar University in Gaza. The researchers used the analytical descriptive method through a questionnaire randomly distributed among the employees of Al-Azhar University in Gaza. The study was conducted on a sample of 77 employees the response rate was 92.20%. The study reached a number of results, the most important of which is that there is a high degree of Information Technology at Al-Azhar University- Gaza from the point of view of the administrative staff, where the percentage (74.14%). And that there is a high level of the prevailing the Nature of Administrators Work from the point of view of administrative staff, where the percentage (72.14%), there is a direct correlation between the Information Technology and the Nature of Administrators Work, there is a statistically significant effect of the Information Technology on the Nature of Administrators Work at the university, the absence of differences between the sample according to the variable (gender and variable age) in their perception of the Information Technology and the Nature of Administrators Work, there are differences of statistical Sig. in the perception depending on the variable of scientific qualification in Field of the Nature of Administrators Work, while there were no differences in Field: technology used, the differences in the Nature of Administrators Work according to the scientific qualification were in favor of those who

obtained the diploma degree compared to postgraduate studies, the absence of differences in the perception of employees of the Information Technology and the Nature of Administrators Work according to the variable years of service, and the variable level of employment (manager, head of department, administrative officer), and the change of the workplace. The study reached a number of recommendations, the most important of which is the necessity of giving universities the opportunity to participate in decision-making, the continued administration of universities interest and continuous improvement of the performance of its employees, the need to strengthen the periodic evaluation of job performance and to inform the employees and to express their opinion, the importance of solving the problems of Employees and giving them the opportunity to contribute to solving their own problems, the need to use the method of rotation of employees and periodically, and the importance of strengthening the democratic the dominant pattern of leadership and empowering university staff.

➢ Study of (FarajAllah et al., 2018) aimed to know the relationship between the nature of the work and Communication Style prevalent among the Employees in the Palestinian universities. A comparative study between Al-Azhar University and Al-Aqsa University. The researchers used the analytical descriptive method through a questionnaire that is randomly distributed among the employees of Al-Azhar and Al-Aqsa universities in Gaza Strip. The study was conducted on a sample of (176) administrative employees from the surveyed universities. The response rate was (85.79%). The study reached a number of results, the most important of which is that there is a high degree of satisfaction with the nature of work prevailing in the Palestinian universities in Gaza Strip from the point of view of the administrative staff, where the percentage was (68.15%). There is a Mean level of communication from the point of view of administrative staff, with a percentage of (67.50%). There is a direct correlation between the nature of the work and the prevailing pattern of communication. There is an absence of differences between the sample according to the gender variable in their perception of the nature of work and the prevailing pattern of communication. There is an absence of differences in the perception of Employees nature of work and the pattern of communication prevailing depending on the variables (age, years of service, job level, and university). There are statistically significant differences between Al-Azhar University and Al-Aqsa University in favor of Al-Azhar University. The study reached a number of recommendations, the most important of which is that the interest of the management of the Palestinian universities in Gaza Strip in general, and Al-Aqsa and Al-Azhar Universities in particular should be provided with a good nature of work and communication. There is a need for continuing the management of universities to pay attention and continuous improvement of the performance of employees. There is an importance of solving the problems of Employees and giving them the opportunity to contribute to solving their own problems. Staff rotation should be used periodically and the need to strengthen the democratic the dominant pattern of leadership and empower university Employees.

➢ Study of (Madi et al., 2018) aimed to identify The Organizational Structure and its impact on the dominant pattern of leadership in the Palestinian university in Gaza Strip. The researchers used the analytical descriptive method through a questionnaire randomly distributed among Palestinian university Employees in Gaza Strip. The study was conducted on a sample of (320) administrative staff from the three universities. The required sample calculated according to the law (274) Employees, and the response rate was (81.87%). The study found that there is a high degree of satisfaction with the nature of The Organizational Structure in the Palestinian universities in Gaza Strip from the point of view of the administrative staff, which reached (68.05%). The results showed that there was a Mean level of participation of decision-makers, with a percentage of (64.91%). There is a direct correlation between the nature of The Organizational Structure and the participation of decision makers. There is a significant impact of The Organizational Structure on the participation of decision makers. There is absence of differences between the sample according to the gender variable in their perception of the nature of The Organizational Structure and the extent of participation of decision-makers. There is absence of differences in the perception of Employees to the nature of The Organizational Structure and the participation of decision-making Employees depending on the age variable. There are statistically Sig. differences according to the variable of scientific qualification in The Organizational Structure, while there were no differences in the extent of participation of decision-making personnel. And the absence of differences in the perception of the Employees of the nature of The Organizational Structure and the participation of decision-making staff according to the variable years of service, the variable level of employment (manager, head of department, administrative officer), the variable of the workplace, and there are differences in the perception of the Employees of the nature of The Organizational Structure and the participation of decision-making personnel depending on the university in which they work in all areas. And that there are significant differences between the Islamic University and Al-Azhar University in The Organizational Structure, the extent of the participation of decision-making personnel, in favor of the Islamic University. And that

there are statistically significant differences between Al-Azhar University and Al-Aqsa University in the extent of the participation of decision makers in favor of Al-Azhar University. The study reached a number of recommendations, the most important of which is that the management of the Palestinian universities in Gaza Strip in general, and the Al-Aqsa and Al-Azhar Universities should be particularly interested in providing an appropriate and flexible The Organizational Structure. There is a need for the universities to have the opportunity for Employees to participate in decision-making, the importance of continuing the managements of the universities interest and continuous improvement of the performance of its Employees, the need to solve the problems of Employees and give them the opportunity to contribute to solve their own problems, the use of the staff rotation method periodically, and strengthening the democratic the dominant pattern of leadership and empowering university staff.

➢ Study of (Almasri et al., 2018) aimed to study The Organizational Structure and its role in applying the Information Technology the Palestinian universities as a comparative study between Al-Azhar and Islamic universities. The researchers used the analytical descriptive method through a questionnaire that randomly distributed among Palestinian university Employees in Gaza Strip. A sample of (182) administrative staff from the two universities, the response rate was (81.35%). The study reached a number of results, the most important of which is that there is a high level of the Information Technology from the perspective of administrative staff, there is a direct correlation between The Organizational Structure and the Information Technology, the role and impact of The Organizational Structure in the nature of the Information Technology, the absence of differences between the sample according to the variable (gender and age), there are statistically significant differences in the perception of The Organizational Structure and the Information Technology according to the variable of scientific qualification in The Organizational Structure, while there were no differences in Field of the Information Technology, the differences in The Organizational Structure according to the scientific qualification were in favor of those who obtained the diploma degree compared to other practical qualifications, the absence of differences in the perception of employees The Organizational Structure and the Information Technology depending on the variable years of service, the differences in The Organizational Structure and technology perception depending on the job level variable (Director, Head of Section, and Administrative Officer) for the benefit of the Administrative Officer, the absence of differences in the perception of employees The Organizational Structure and the Information Technology depending on the workplace variable, the differences in the

perception of employees The Organizational Structure and the Information Technology by the University working for the Islamic University. The study reached a number of recommendations, the most important of which is that the managements of the Palestinian universities in Gaza Strip should be given more attention to the existing The Organizational Structure and modified to suit the need of work, the need for universities to continue to pay attention to the continuous improvement of the Information Technology and strengthening the democratic the dominant pattern of leadership and empowering university staff.

➢ Study of (Abu Sultan et al., 2018) aimed to identify the type of leadership and its role in determining the type of administrative communication at the Islamic University. The researchers used the method of Stratified random sampling in the study. The study was conducted on a sample of 144 administrative staff from the Islamic University of Gaza. The response rate was 77.08%. The study found that there is a high degree of satisfaction with The Style of Leadership in the Islamic University - Gaza from the point of view of the administrative staff, where the percentage reached (73.52%). There is a high degree of satisfaction with the pattern of communication prevailing in the Islamic University - Gaza from the point of view of administrative staff, where the percentage (76.52%). There is a direct correlation between The Style of Leadership and communication pattern, the role of The Style of Leadership in determining the type of administrative communication at the Islamic University- Gaza. There are no differences in the perception of Employees in the pattern of communication while there are differences in The Style of Leadership according to the age variable in favor of the lower age groups. There are no statistically significant differences in the perception of the leadership pattern according to the variable (gender, qualification) and the absence of differences in the perception of the employees of The Style of Leadership and style of communication depending on the variable years of service, and the absence of differences in the perception of the employees of The Style of Leadership and style of communication depending on the level of career variable (manager, head of department, administrative officer). The study reached a number of recommendations, the most important of which is that the interest of the departments of the Palestinian universities and the Islamic University should be increased in order to provide and maintain a good The Style of Leadership, the need to improve the existing communication pattern at the university and to give universities the opportunity to participate in decision-making, the importance of solving the problems of Employees and giving them the opportunity to contribute to solving their own problems. The need to use the method of

rotation of employees and periodically, and the importance of promoting democratic leadership and empowerment of university staff.

➢ Study of (Al Shobaki et al., 2018) aimed to identify the performance of the administrative staff in the Palestinian universities in Gaza Strip. The researchers used the analytical descriptive method through a questionnaire distributed randomly to the sample of 320 administrative staff from the three universities. The response rate was (81.87%). The study reached a number of results, the most important of which is that there is a high level of performance from the point of view of the administrative staff, as the percentage reached (81.51%). The results showed that there were no differences in the perception of the employees according to the variables "age, years of service, job level (manager, head of department, administrative, place of work". The results showed that there are differences in the perception of employees to perform the function depending on the university variable, where the results indicated that there are statistically significant differences between the Islamic University and Al-Aqsa University in the job performance in favor of the Islamic University. The study reached a number of recommendations, the most important of which is that the managements of the three Palestinian universities in Gaza Strip should give special attention to job performance in general and Al-Aqsa University and Al-Azhar University in particular. The Employees of universities should have the opportunity to participate in decision-making. The Management of the three universities should keep interest in continuous improvement of the performance of their employees. Enhancing the periodic evaluation of the job performance, informing employees about their evaluations, and giving them the chance to express their opinion about it. Solving employees' problems and giving them the opportunity to contribute in solving their own problems. And the use of the staff rotation method periodically.

➢ Study of (El Talla, 2017) aimed to investigate the relationship between the organizational variables and job performance at Gaza strip Universities, the organizational variables included: Communication Style prevalent, nature of work, the technology used. And it aimed to identify the extent of differences statistically significant in employees trends toward the reality of organizational variables attributed to some characteristics of the study population. The data has been collecting using a questionnaire consisting of (50) paragraphs. The questionnaire was distributed randomly to (320) employees of the administrative staff in Gaza strip universities; (262) employees responded, and the results showed the availability of a high degree of organizational variables in Gaza Universities, the order of variables were as follows: the technology used, the nature of work, and finally Communication Style prevalent, and it showed a high

level of job performance, in addition the results showed a significant correlation between organizational variables and job performance, and there was existence of differences in the perception of the organizational variables depending on the university, for the benefit of the Islamic university, and differences between Al-Azhar University and Al-Aqsa University for the benefit of Al-Azhar University, as results showed no differences between the sample depending on the variables: the functional level and the workplace . Keywords: organizational variables, Communication Style prevalent, work nature, used technology, job performance.

➢ Study of (El Talla, 2015) aimed to investigate the reality of the burnout among Gaza electricity distribution company Employees, which included burnout dimensions: Emotional exhaustion, Depersonalization, and Personal accomplishment. And aimed to the organizational causes of burnout, and it aimed to identify the extent of differences statistically significant trends in working toward the reality of burnout attributed to some demographic and organizational characteristics of the study population. The data has been collecting using a Maslach Burnout Inventory (MBI) consisting of (22) items. And the questionnaire of organizational causes of burnout consisting of (31) items. The questionnaires were distributed randomly to (69) worker, the results showed that the availability of a medium degree of burnout in the company, and that there is high availability of Emotional exhaustion scope, average degree for Depersonalization scope and low degree of Personal accomplishment scope. Also the results showed the existence of organizational causes for burnout among Employees with the exception of the area of social relations, which was moderately and was the order of the causes are as follows (the weakness of physical stimulation, the limited powers of the work, work stress, conflict of values, poor social relationships). The results showed no differences between the samples due to the variables of gender, age, and years of service in their perception of burnout. The researcher recommended the company to work on treatment the causes of burnout, and increase the attention to Employees.

➢ Study of (El Talla, 2014) aimed to investigate the reality of the organizational climate for administrator's staff at Al-Azhar University- Gaza, which included some elements of the organizational climate such as: organizational structure, leadership style and the extent of participation of Employees in decision-making. it aimed to identify the extent of differences statistically significant trends in working toward the reality of organizational climate attributed to some demographic and organizational characteristics of the study population. The data has been collecting using a questionnaire. The questionnaire was distributed at random-layer sample to (77) male and female

employees of the administrative staff in the university; The results showed that the availability of a medium degree of organizational climate at the Al-Azhar University with percentage (66.64 %), and that there is availability of the average for all scopes of organizational climate, with the exception of leadership style which its degree was high. The orders of scopes were as the following: leadership style , the organizational structure , and finally the extent of participation of Employees in decision-making The results showed no differences between the samples due to the variables of gender, age, years of service in their perception of organizational climate, while there are significant differences in the perception of the reality of organizational climate depending on the variable qualification in the areas of (organizational structure, the extent of participation in decision-making and in the total scope of organizational climate); and that differences were in favor of holding a diploma, the differences did not exist in the scope leadership style .

➢ Study of (Al-Louzi and Zahrani, 2012) aimed at identifying the factors affecting the performance of employees in the Emirate of Baha and determining the most influential in the performance of the job, as well as determining the impact of the difference of these factors according to the demographic factors of the Employees (age, type of employment,), Using the comprehensive survey method. The study found a significant correlation between the independent variables combined (work environment, job Communication Style prevalent, incentives, training, management leadership) and job performance, as well as the existence of a positive relation between a factor on one hand and job performance. The results also showed significant differences the results did not show significant differences in the effect of organizational factors on job performance due to social status and age. The study recommended the need to provide a working environment with standard specifications, and to activate the organizational Communication Style prevalent, and the diversification of programs of incentives material and moral, because of their impact on the performance of the job.

➢ Study of (Bahr and Abu Swirih, 2010) The aim of the study was to identify the extent of statistical differences in the attitudes of employees towards the effect of the elements of the organizational climate on the functional performance due to the demographic characteristics of the members of the study society. The study was conducted using a questionnaire consisting of (80) items, which were distributed randomly to (215) employees and administrative staff of the university, and it was possible to collect (180) valid questionnaires for analysis. The study found that there is a positive organizational climate in the Islamic University and a strong positive relationship between the availability of a good organizational environment and the level of job performance of the Islamic University employees. There is a very good level of job performance for the employees of the Islamic University and and the absence of statistically significant differences in the opinions of the sample members on the degree of influence of the elements of the organizational climate on the performance of the administrative staff due to gender, age, academic qualification and place of work.

➢ Study of (Al-Saffar, 2009) The study aimed to identify the impact of the main organizational climate dimensions such as organizational structure, administrative policies, information technology, professional progress, incentives for work on performance and competitive advantage. The study was conducted on a sample of (134) employees in five banks of Jordanian commercial banks. The results showed that there is an impact of the organizational climate on the performance of employees in Jordanian commercial banks, and their ranking is descending (IT, organizational structure, administrative policies, professional progress and incentives for work). The study recommended the need for improvements in the work environment, and the need to diversify scientific skills, expertise and skills and qualify them to improve performance.

➢ Study of (Al-Batoush, 2007) The aim of this course is to understand the impact of the organizational climate on the performance of employees in the Jordan Free Zones Corporation, the relation of the organizational climate, and the performance of the employees with some personal characteristics and career characteristics. The study found a number of results, the most important of which were: The incentives were the first place in terms of the dimensions of the other organizational climate in the Jordan Free Zones Corporation, while the organizational structure was the lowest level, and the managers of the Free Zones Authority did not delegate the powers at the required level. Decisions made at the Jordan Free Zones Corporation are not always made by qualified persons who are related to the subject matter of the decision. The degree of consistency of the organizational structure with the nature of the work and functions of the Jordan Free Zones Corporation is unsatisfactory, (Organizational structure, Communication Style prevalent, human resource development) and the performance of employees in the Free Zones Corporation. There is no statistically significant effect between the organizational climate (work systems and procedures, decision making, incentives) and the performance of employees in the Free Zones Corporation, and showed the existence of differences of statistical significance in the organizational climate attributed to the job title, and for the benefit of managers and heads of departments. While there are no differences due to personal and functional characteristics (age, academic qualification, specialization, number of years of service). There were

also statistically significant differences in the performance of the employees due to the job title and the benefit of the managers. While there are no differences due to personal and functional characteristics (age, academic qualification, specialization, number of years of service in the institution).

➢ Study of (Al-Shanti, 2006) Which aimed to identify the extent of the impact of the organizational climate dimensions prevailing in the ministries of the Palestinian National Authority on the performance of human resources, and the assessment of the organizational climate in these ministries as well as to identify the level of performance of human resources. The results of the study were the most important: the attitudes of the sample towards the prevailing organizational climate positive trends, the positive impact of the organizational climate prevailing in the Palestinian ministries on the performance of human resources and that this climate leads to improved performance. It also showed that there is a defect in the organizational structure of the ministries and the methods and methods of decision-making and the disproportionate nature, functions and duties of the jobs occupied by the employees with the scientific qualifications and disciplines obtained.

➢ Study of (Fill, 2005) the study aimed at examining the relationship between the characteristics of the organizational climate and the functional combustion among faculty members. The study sample reached (103) members. The results showed statistically significant differences among the respondents in their understanding of the relationship between the organizational climate and the functional combustion due to personal variables that include age, specialization, and years of service, training courses, income and academic level.

➢ Study of (Aldqas, 2005) Which aims to identify the attitudes of employees towards the organizational climate in the Jordanian company for the production of medicines, by answering several questions about the organizational climate, which consists of six dimensions: administrative organization, personnel behavior, decision-making, A random sample of (110) individuals representing the studied society was selected. In order to achieve the objectives of the study, a questionnaire was developed containing (30) paragraphs for the dimensions of the organizational climate. The results of the study showed that the organizational climate prevailing in the company is positive for all its dimensions from the point of view of the employees. The results showed that there are statistically significant differences in the attitudes of the employees toward the organizational climate due to certain qualitative variables of the employees such as gender, social status and age. On the importance of positive organizational climate in order to achieve the objectives of institutions and employees, and to pay

attention to the development of the workforce to improve the efficiency of its performance and enhance its role in the production process.

➢ Study of (Al-Sakran, 2004) the aim of this study was to identify the attitudes of the security sector towards the prevailing organizational climate in this sector and the relation to their performance. One of the most important findings of this study was the high positive attitudes of SS officers towards work systems and procedures. The presence of positive trends high among the officers of the security forces towards administrative Communication Style prevalent as one of the axes of the organizational climate affecting the improvement of the performance of the job. 3 - The existence of positive trends high among private security officers towards the axis of "employee perception of his role" as one of the axes of performance. The study recommended the following: The need for the attention of officials in the private security forces sector to the components and elements of the organizational climate. And to ensure the development and rehabilitation of the intellectual capacity of all employees in the private security forces. The motivation of the employees of the private security forces sector by supporting them with more material and moral incentives.

➢ Study of (Al-Muasher, 2001) was conducted on members of administrative bodies working in private and official Jordanian universities. The study aimed at assessing the prevailing organizational climate in these universities. The study showed that the level of the organizational climate prevailing in the Jordanian universities under study is moderate. The study also showed that there are statistically significant differences between the dimensions of the organizational climate and the independent variable for the benefit of the private universities and also showed significant differences between the organizational climate and other variables such as scientific qualification and years of experience, while no differences were found between organizational climate and gender.

➢ Study of (Gratto 2001) which aims to explore the relationship between the organizational climate and the dimensions of job satisfaction of managers who manage the institutions operating in the maintenance and operation of equipment and machinery in the United States of America. The study also aimed to determine if there were significant differences in job satisfaction due to variables Sex, race, and classification of the organization in terms of size and type, and years of service in the institution). The study found that personal interests, internal Communication Style prevalent, organizational structure and evaluation are the most important elements of the organizational climate, which are related to the level of job satisfaction of the sample members. The study found that managers should focus on enhancing the work

environment and increasing employee satisfaction. And the need to provide opportunities for professional development as an important factor affecting job satisfaction as well as interest in internal Communication Style prevalents in the development of institutional work. And the need to identify employees on organizational expectations and to see how well their performance matches those expectations.

10. RELATED WORK

First- Information Technology:
The link between all areas of progress in the present era is so closely linked that it is difficult to separate the field from the final chapter. The information revolution affects the progress of the global economy. The technological revolution affects the progress of communication and information transmission. Affect the global economy, and so on (Al Shobaki et al., 2017), (Abu-Naser et al., 2016) and (Abu Amuna et al., 2017).

The technological revolution has become the "mainstay in the formation of the modernity of the present age, which has broadened the domains of knowledge, altered the human relations with the assets, and the content of the living environment in which he lives" (Al-Za'abi, 2002) That is, it is a revolution of creative minds, in which it is important to have the ability to make optimum use of capabilities, not to possess wealth "(Mutawa, 2002)

Information and communication technologies are not seen today as merely a tool to facilitate and facilitate institutional and individual business. Rather, they are seen as a paramount need to catch up with all the current changes in the world. These changes have become the basis of the decisions of states and individuals. For some States, if they have not become an important part of the economy of all countries of the world (Al Shobaki et al., 2018), (Al Shobaki et al., 2016), (El Talla, 2018) and (Abu-Naser et al., 2017).

Information technology in all its dimensions and capabilities is a strategic task in the transmission, generation and participation of knowledge. As a result of this development, there has been a structural change in the functions of management and methods of work in modern organizations after processing and analyzing information, which has become an important resource for any organization and has become one of the basic dimensions of the administrative process (Al Shobaki et al., 2017), (Al Shobaki et al., 2017) and (Abu Amuna et al., 2017).

Technology is the introduction of change and development of the organization, which helps simplify the work procedures and often rid of the routine parts, and the muscle effort that may need, and provide more opportunity for Employees to exploit their potential and potential, but on the other hand, the increased reliance on equipment and equipment may make the organizational climate take a negative trend characterized by stagnation and inhumanity, and the human being like the machine moves in calculated steps and limited movements (Al-Nouri, 1994). However, if technology is used in a healthy way, it contributes to improved productivity (Hamoud, 2002):

- Technology contributes to the distribution of tasks and duties and to work properly among individuals and groups.
- Technology contributes to the creation and identification of communication networks in such a way as to achieve organizational cohesion with maximum efficiency and effectiveness.
- Technology sets organizational levels and relationships according to the real needs of the workflow networks.
- Technology contributes to the efficiency of the performance of individuals in the Organization in terms of speed, reduction of waste and loss of human, material and financial efforts.
- Technology contributes to improving the physical conditions of work in terms of light, heat and sound, in order to achieve the highest possible efficiency in performance.

The importance of information technology
The importance of using information technology within any organization is as follows:

- The speed. As the documentation procedures required for the information and its different volumes, are much faster when using computers, especially when retrieving that information.
- Precision. The risk of error is much greater in manual systems than mechanical systems, due to the fatigue and stress of man in manual labor. As for the computer, its performance is the same capability and accuracy, whether in the first minutes of work or in the last minutes of it, regardless of the time, duration and conditions of work.
- Provide efforts. Human effort in traditional systems is greater than the effort in automated systems, whether at the level of processing, processing and storage of information, or at the level of retrieval and utilization of information by planners, investors, decision-makers and other beneficiaries.
- Amount of information. The volume of information and documents stored in traditional methods is limited, regardless of the size of the human and spatial potentials, in comparison to the large potential of electronic storage and storage media in computers.
- Options in the loopback. The information retrieval options are broader and better in automated systems than in conventional systems. There is a high flexibility in Boolean logic retrieval where more than one parameter can be used to access the most accurate information easily.

Second- Communication patterns:
The organization's communication networks and patterns of interaction can foster a spirit of cooperation and mutual trust among staff, especially if the means of communication that are effectively adopted provide data, information, opinions and concepts (Al Shobaki et al., 2017), (Al Shobaki et al., 2016), (El Talla, 2015), (Abu-Naser et al., 2016) and (Abu Amuna et al., 2017).

Several definitions of the concept of communication, which cannot be identified by researchers and specialists in

information science and communication over time, have largely reflected its importance and role in human life or the basic elements of the communication process. Among these definitions, al-Tannoubi defined it as a "social phenomenon that often takes place between two parties to achieve one or more goals both personal and non-personal and in opposite directions to achieve mutual understanding between them through a communication process "(Shaban, 2008)

Communication is: "an ongoing process involving one party turning certain ideas and information into an oral or written message, transmitted through and communicating with the other party" (Maher, 2003/2004).

Emberi and Oult Waggy defined communication as "the art of transmitting information, ideas and attitudes from one person to another" (Al-Mousa, 2009). Communication can be defined as "the process by which a certain message - an alarm - and a sender to the receiver are targeted, using more than one method and through specific means of communication" (Obaidat, 2004).

The importance of information and communication technology

ICT has an important role to play in promoting human, economic, social and cultural development because of its distinctive and more efficient characteristics than the traditional means of communication. Information and communication technologies spread beyond the geographical and political boundaries of countries to reach any point in the world that could not reach It also has a wide range of information and educational and educational programs for all human segments, available anywhere, anytime and at low cost. It is an important source of information for individuals or institutions of all kinds or for governments. It also plays an important role in the development of the human element through the programs through which it offers such as training programs, education programs and others (Al Shobaki et al., 2017), (Al Shobaki et al., 2016), (El Talla, 2015), (Abu-Naser et al., 2016) and (Abu Amuna et al., 2017).

Benefits of information and communication technology:

Among these are Bakhti (2005):
- Develop senior management tools by organizing user competencies.
- Improving the internal recruitment of the institution.
- Improving productivity and efficiency and developing services and products.
- Fast response to customer requirements.
- Innovation and innovation without interruption to stay in service and maintain market share.
- Expanding the distribution network and creating suitable offers for customer requirements.
- The foundation of creativity and development and the creation of new products, new services, new markets, etc.
- Contribute to improving the quality of customer services.
- Building a solid relationship between the institution and its customers.

- The spread and expansion of electronic commerce.

Information and communication technology in educational services

The use of information and communication technology (ICT) in education services has led to the emergence of so-called e-learning and virtual education. E-learning is a form of distance learning, and can be defined as the educational process and the range of modern applications of information technology such as the Internet, intranet, e-mail, radio, satellite television tapes audio and video magnetic disks. Virtual education is the part of e-learning that is based on open networks, communication is content through the Internet, where the learner is provided with the knowledge he needs in the various selected subjects or specialization, for the purpose of raising the level of science or for the purpose of qualification and training, Using audio, video, multimedia, e-books, e-mail, etc.

Thanks to the development of information technology and communication, everyone has the opportunity to learn in any place, time and especially for those who have not received this service because of the lack of time or after the place or physical disability, which led to raising the level of knowledge of the Employees and at their work site. Thanks to the development of information technology and communication, everyone has the opportunity to learn in any place, time and especially for those who have not received this service because of the lack of time or after the place or physical disability, which led to raising the level of knowledge of the workers and at their work site.

These technologies have greatly contributed to the improvement of services provided in the field of education, thanks to the advantages and characteristics of virtual education for all individuals, including (Bakhti, 2005):

These technologies have greatly contributed to the improvement of services provided in the field of education, thanks to the advantages and characteristics of virtual education for all individuals, including:
- The appropriateness and flexibility of the schedule of study hours, thus preventing absence from work;
- Immediate access to the latest modifications to the program;
- Is the ideal solution for teaching individuals who are geographically different;
- Get a great deal of information in a short time;
- Openness to different cultures;
- Learn or learn about the different languages in the world;
- Exchange science and knowledge with different individuals from around the world;
- Lower costs and time to avoid mobility.

Third- Palestinian universities in the Gaza Strip

Palestinian higher education occupies a unique position in the international higher education system. About 2% of all Palestinians are enrolled in higher education. The gross enrollment rate of Palestinian higher education in the age group 18-24 is over 15%. These figures are far above average for the Middle East and for developing countries at

the international level (Ministry of Education and Higher Education, 2003).

Palestinian universities and colleges have no formal mechanism, with the exception of the Higher Education Council, established in 1977, to plan at the national level, finance or make decisions systematically. Because of the Israeli occupation and the absence of a national legal system, the Palestinian universities also lacked the legal foundations and frameworks to organize their work and provide them with institutional and professional protection. With the coming of the Palestinian National Authority, the Ministry of Education and Higher Education assumed responsibility for education and higher education (The Ministry of Education and Higher Education, 2003).

The march of the Palestinian universities in the Gaza Strip began with the opening of the Islamic University, which emerged in 1978 from the Azhar Religious Institute, then Al-Azhar University, which in turn originated from the same institute in 1991 and then Al-Aqsa University, which emerged in 2001 from the State College of Education. Al-Azhar University will be the focus of this study, as it holds the largest number of employees and the largest proportion of students in the Gaza Strip.

Employees in Palestinian Universities in the Gaza Strip:
The administrative and financial system is the driving force of the university's education, research and studies systems, and unless it is effective and efficient, the university system will be exposed to risks that may lead to its failure to achieve its mission (Jad Al-rab, 2010).

Administrative staff in Palestinian universities is an essential component of the organizational structure of Palestinian universities. Without these Administrative Staff, universities cannot perform their great mission of serving the community through their teaching services, research and continuing education. This work is not completed without administrative staff. These include the functions of student affairs, admission and registration, finance, public relations, personnel affairs, maintenance, procurement, warehousing, services, security and other administrative functions. Of the availability of a good regulatory environment that helps them to that performance. The number of administrative staff at the Islamic University (466) Administrative Staff, while at Al-

Azhar University (227) Administrative Staff, while the number at Al-Aqsa University (298) Administrative Staff.

11. ANALYTICAL APPROACH

First- Methodology of the study:
This study deals with the study of tools, phenomena and practices existing and available for study and measurement as they are, without the intervention of researchers in their course, and researchers can interact with them and describe them and analyze them scientifically and objectively. The study will rely on two basic types of data:

1. **Initial Data:** The study was carried out in the field by distributing questionnaires to study the vocabulary of the study and to collect and compile the necessary information in the subject of the study, and then unloading and analyzing it using the statistical program and using the appropriate statistical SPSS tests in order to arrive at indications of value and indicators that support the subject of the study.

2. **Secondary data:** Through the review of books and periodicals, special publications and scientific and professional journals related to the subject of the study, and any references contribute to enrich the study in a scientific way, and the researchers through the use of secondary sources in the study to identify the foundations and methods of scientific studies in writing studies, Recent developments have occurred in the field of study.

Second- Study Population:
The study population consists of all administrative staff at Al-Azhar University- Gaza and through the census of the study society found to consist of (227) administrative staff.

Third- The study sample:
A. A sample of the sample was used by the researchers to verify the validity and stability of these tools. The sample size was 32 administrative staff.

B. The random stratified sample method was used in the study. The sample was composed of (77) Administrative Staff. The response rate was (%92.20). The sample distribution and response rate were as follows:

Table 1: *The distribution of respondents according to variables: level of employment, gender, age, academic qualification, years of service, place of work*

Career Level	Director	Head Of The Department	Administrative Employee		Total
	14	14	43		71
Gender	**Male**	**Female**			71
	50	21			
Age	**20-30 years**	**31-40 years**	**41-50 years**	**Greater than 50 years**	71
	13	28	20	10	
Qualification	**Diploma**	**BA**	**Postgraduate**		71
	21	41	9		
Years of service	**Less than 5 years**	**5-7 years**	**8-10 years**	**More than 10 years**	71
	10	6	9	46	

Fourthly- Study tool:

Since the nature of the hypotheses and the variables involved are the ones that control the selection of the appropriate tool, the researchers then prepared a measure for the study that fits its objectives and hypotheses, which is the measure of the role of Information Technology in determining Communication Style prevalent. The process of designing and preparing the study scale has gone through several stages and steps:

- To view the literature of organizational climate and job performance, and previous studies related to the subject of the present study.
- Collect and define scale paragraphs.
- Formulation of the standard expressions according to the study sample.
- Set the meter instructions.
- How to correct the meter.
- Conduct a study of stability and honesty of the scale.

Table 2: *Shows the dimensions of the scale*

Field	No. of Items
Information Technology	10
Communication Style prevalent	10

How to correct the scale:

The five-dimensional Likert scale was used to measure respondents' responses to the questionnaire sections according to the following table:

Table 3: *Scale of the five-dimensional Likert scale*

Response	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Degree	1	2	3	4	5

Each question has five answers (strongly disagree - disagree - neutral – agree - strongly agree), asking the

respondent to read each question or answer with an ✓ sign in proportion to his or her vision of reality, (Strongly Agree) Five points, (agree) four points, (neutral) three points, (disagree) two points, and (strongly disagree) one point, so that the relative weight in the last case is 20% and is proportional to this response.

Validity of the meter:

The researchers calculated the validity of the meter in the following ways:

1. **Authentic honesty**: The researchers verified the validity of the tool ostensibly by presenting it to a select group of PhD holders in business administration (8). The apparent honesty indicates the general appearance of the test in terms of its relevance to the subjects, the affiliation of the phrase to the field, Drafting and instructions.

2. **Authenticity of internal consistency**: The internal consistency coefficient is a correlation coefficient between each unit of scale and the whole scale, so this method is usually used to determine the veracity of the test on the one hand and the viability of its units on the other. The researchers calculated the validity of the internal consistency of the scale by finding the correlation coefficients between each field and the total score of the scale. The researchers conducted a survey sample of 32 Administrative Staff by finding correlation coefficients for each paragraph in the field to which they belong, as well as correlation coefficients between each field And the scale as a whole, as in the following tables:

Table 4: *Honesty coefficients for each paragraph with the total score of the field of Information Technology*

No.	Item	Honesty Level	Level of Sig.
1.	The Information Technology at the University contributes to improved decision-making	0.757	0.01
2.	The university is constantly developing the Information Technology by the university	0.734	0.01
3.	The Information Technology at the university leads to the speed of completion of work and improving the quality of services.	0.574	0.01
4.	The technology used by the university is easy to use	0.451	0.01
5.	The Information Technology by the university is consistent with the business requirements	0.807	0.01
6.	The Information Technology by the university contributes to the effort	0.818	0.01
7.	There is good knowledge of technological developments appropriate to the objectives of deanships, departments and the university as a whole	0.782	0.01
8.	The Information Technology is proportional to the workload	0.857	0.01
9.	The university accomplishes most of its work using technology	0.585	0.01
10.	The university adapts and responds to technological changes permanently	0.796	0.01

Table 5: *Honesty coefficients for each paragraph with the total score of the contact pattern field*

No.	Item	Honesty Level	Level of Sig.
1.	The University's communication system contributes to the achievement of the University's objectives	0.782	0.01

No.	Item	Honesty Level	Level of Sig.
2.	Make contact between superiors and subordinates very quickly	0.711	0.01
3.	The university communication system contributes to the provision of information for decision making	0.756	0.01
4.	The University uses all channels of communication and in all directions (ascending - down - horizontal)	0.732	0.01
5.	The Department is making an effort to overcome communication constraints.	0.767	0.05
6.	The University uses modern and advanced means of communication.	0.821	0.01
7.	The information transmitted through the communication is extremely accurate and clear	0.745	0.01
8.	Superior administrative levels can be contacted without hindrance	0.742	0.01
9.	The connection between the department / deanship and between the departments and other deanships is done with ease	0.656	0.01
10.	Administrative communication at the university is flexible	0.770	0.01

It is clear from the previous table that all coefficients of honesty are high and all function at level (0.05). This gives confidence in the ability of the measure to discriminate.

Stability of the scale:

The concept of stability means the ability of the test to give the same grades or values to the same individual or individuals. If the measurement process is repeated and to ensure the stability of the scale, the researchers used the following methods:

1. **Method of fragmentation half:** by calculating the correlation coefficient between the individual questions and marital questions, and obtained the stability coefficients shown in the following table.

Table 6: *Stability coefficient of information systems used to determine Communication Style prevalent pattern prevailing among Administrative Staff at Al-Azhar University*

No.	Field	No. of Items	Correlation Coefficient Before Adjustment	Correlation Coefficient After Adjustment	Level of Sig.
1.	Information Technology	10	0.588	0.741	Sig. at 0.01
2.	Communication Style prevalent	10	0.778	0.875	Sig. at 0.01

From the above table, we can see that the stability coefficients in all midterm segments were high, indicating that the questionnaire has a high degree of stability.

2. **Alpha Cronbach's coefficient of persistence**: The researchers used the α-cronbach coefficient to calculate the stability coefficient for all the terms of the scale, where the general correlation coefficient (0.862) is a high stability coefficient indicating the strength and

validity of the scale. The researchers noted that the results of Pearson correlation coefficients are consistent with the results of Alpha Cronbach's, And then the researchers performed the coefficients of Alpha Cronbach's between the terms of each field separately and is shown in the following table:

Table 7: *shows the coefficients of the Alpha Cronbach for each dimension of the scale*

No.	Field	Cronbach's Coefficient Alpha stability
1.	Information Technology	0.897
2.	Communication Style prevalent	0.910

The above table shows that all Cronbach coefficients are above (0.897). This indicates that the questionnaire has a high degree of stability.

Fifth- Statistical Methods:

The computer was used in the statistical processing, especially the statistical packages program (SPSS), where all the data obtained by the researchers and then the results were extracted through the scientific equations necessary for this and the most important used in this study:

1. Averages, frequencies, standard deviations and percentages.
2. Spearman Brown's correlation coefficient for the equal half - division, and the Cronbach alpha factor to determine the stability of the resolution.

3. Pearson correlation coefficient to measure the relationship between variables.
4. T test to find the differences between the averages.
5. Analysis of mono-variance to see differences between more than two groups.
6. Scheffe post-test to measure the direction of differences.

Answer the study questions:

Q1-: what is the level of technology used at Al-Azhar University-Gaza?

To answer the study questions and to use the pentagram in the study instrument, the study adopted the criterion mentioned by Abdul Fattah (2008) to judge the trend when using the pentagram. The following table illustrates this:

Table 8: *Scale of measurements used in this study*

The Level Method	Very Low	Low	Medium	High	Very High
SMA	Less than (1.80)	From (1.80): (2.59)	From (2.60): (3.39)	From (3.40):(4.19)	Greater than (4.20)
Relative Weight	Less than 36.00%	From 36.00: 51.90%	From 52.00: 67.90%	From 68.00: 83.90%	Greater than 84.00%

This indicates that the averages of less than 1.80 indicate a very low degree in the elements of the field. The averages of (1.80: 2.59) indicate a low degree of availability of field elements, (2.60:3.39) indicate that there is a medium degree in the elements of the field, and the averages ranging from (3.40:4.19) indicate that there is a large degree in the elements of the field. More than (4.20) indicate that there is

a very large degree in the elements of the field on the scale used in the study shown in the previous table.

To answer this question, the researchers resorted to repetitions, averages, standard deviation, percentages and order. The results were as shown in the following table:

Table 9: *Frequency, Mean, Standard Deviation, Percentages and Ranking of Respondents' Responses to Information Technology*

No.	Item	Total Scores	Average (5)	Standard Deviation	Percentage	Ranking
1.	The Information Technology at the University contributes to improved decision-making	263	3.70	0.932	74.00%	7
2.	The university is constantly developing the Information Technology by the university	265	3.73	0.844	74.60%	4
3.	The Information Technology at the university leads to the speed of completion of work and improving the quality of services.	264	3.72	0.881	74.40%	5
4.	The technology used by the university is easy to use	274	3.86	1.004	77.20%	1
5.	The Information Technology by the university is consistent with the business requirements	273	3.85	0.873	77.00%	2
6.	The Information Technology by the university contributes to the effort	270	3.80	0.804	76.00%	3
7.	There is good knowledge of technological developments appropriate to the objectives of deanships, departments and the university as a whole	253	3.56	0.841	71.20%	9
8.	The Information Technology is proportional to the workload	264	3.72	0.831	74.40%	6
9.	The university accomplishes most of its work using technology	254	3.58	0.905	71.60%	8
10.	The university adapts and responds to technological changes permanently	252	3.55	0.968	71.00%	10
All items of the dimension		263.20	3.7070	.693090	74.14%	

The above table shows the results achieved in the field of Information Technology by presenting the arithmetical averages of the fields of the field. The averages were between 3.55 and 3.86.

Note from the previous table that all paragraphs were high between (68%) and (83.90%), the paragraph (defines the technology used by the university easily) (77.20%) followed by the paragraph (the university's information technology conglomerate with the requirements of work) in second place by percentage (77.00%), then paragraph (IT contributes to the word hero) (76.00%), in the last rank (71.00%), the total score for the field was a percentage (74.14%) which is a high degree.

This result can be explained by the fact that Palestinian universities constantly keep abreast of technological developments and are trying to develop them. In all these universities, there are IT units that supervise the programming of universities and provide electronic services to students and senior management in universities.

On-site classroom registration through university websites, students can also request student services from checklists, certificates of enrollment, and knowledge of their marks also through websites, and also provides information technology the information used is used to communicate data between the various departments in the university through the internal network located in each university. The Information Technology also provides the information needed for senior management through existing databases.

This result is consistent with the study of Bahr and Abu Swirih (2010), which showed that the university is keen to keep abreast of the technological developments and continuously develops the Information Technology in the university, and that the Information Technology at the university led to the speed of completion of work and improve the quality of services. Al-Shanti, 2006, and Al-Saffar (2009). These studies have shown a positive trend towards information technology and continuous development of the technology used by the institutions in

which the studies were conducted. Those institutions and their need for technology to improve performance and speed in business delivery.

Q2-: What is the level of Communication Style prevalent at Al-Azhar University in Gaza?

Table 10: *Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in the Field of Communication Pattern*

No.	Item	Total Scores	Average (5)	Standard Deviation	Percentage	Ranking
1.	The University's communication system contributes to the achievement of the University's objectives	262	3.69	0.994	73.80%	1
2.	Performs the contact between superiors and subordinates very quickly	257	3.62	0.947	72.40%	4
3.	The university communication system contributes to the provision of information for decision making	243	3.47	1.003	69.40%	9
4.	The University uses all channels of communication and in all directions (ascending - down - horizontal)	256	3.61	0.993	72.20%	5
5.	The Department is making an effort to overcome communication constraints.	250	3.52	0.969	70.40%	8
6.	The University uses modern and advanced means of communication.	258	3.63	0.866	72.60%	3
7.	The information transmitted through the communication is extremely accurate and clear	254	3.58	0.905	71.60%	6
8.	Superior administrative levels can be contacted without hindrance	237	3.34	0.925	66.80%	10
9.	The connection between the department / deanship and between the departments and other deanships is done with ease	260	3.66	0.844	73.20%	2
10.	Administrative communication at the university is flexible	253	3.56	0.890	71.20%	7
	The total degree of contact style field	253.31	3.5678	0.68645	71.36%	

The above table shows the results obtained in the field of the communication pattern by presenting the arithmetic averages of the fields of the field. The averages were between 3.34 and 3.69.

We note from the previous table that all the paragraphs range from medium to high, with nine paragraphs in this field having a high percentage between 68% and 83.90%, and one with a moderate score between 52.00% 67.90%), the paragraph (the connection between the department / deanship and between the departments and other deanships was easily obtained) reached the highest percentage (74.20%) followed by the paragraph (the university communication system contributes to achieving the university goals)), Then paragraph (the university uses modern means of communication) ranked third and percentage (72.60%). The highest level (without any hindrances) can be reached in the last rank by percentage (66.80%), and the overall score of the field was 71.36% (high).

The result is that the communication system in the universities is good. There is ease of communication between the various departments at the university. The communication mode contributes to the university's

To answer this question, the researchers resorted to repetitions, averages, standard deviation, percentages and order. The results were as shown in the following table:

achievement of its goals and to providing the necessary information.

This result is consistent with the study of Bahr and Abu Swirih (2010), which concluded that the university communication system is good as it contributes to the achievement of the University's goals, and that the university uses modern and advanced means of communication to facilitate communication between university units and departments. (Al-Shanti, 2006), Gratto (2001), Al-Louzi and Zahrani (2012) and Al-Batoush (2007). These studies show that Communication Style prevalent used in these institutions is appropriate. The result is the rapid access to information and the completion of the work and the means of communication used in the institutions applied by the study, and any It agreed with a study (Al-Sakran, 2004) which showed that the focus of communications in the study received the highest positive trends among all study axes.

Hypothesis Testing

Ho 1: There is a statistically significant effect of the technology used in Communication Style prevalent at Al-Azhar University-Gaza.

To determine the validity of this hypothesis, the researchers used the linear regression test as shown in the following table:

Table 11: *Model Summary*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.744a	.554	.547	.46196
a. Predictors: (Constant), The Information Technology				

Table 12: *Analysis of variance by ANOVA test*

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.260	1	18.260	85.564	.000b
	Residual	14.725	69	.213		
	Total	32.985	70			
a. Dependent Variable: Communication Style prevalent						
b. Predictors: (Constant), The Information Technology						

Table 13: *Transaction table*

Coefficientsᵃ						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.836	.300		2.783	.007
	The Information Technology	.737	.080	.744	9.250	.000
a. Dependent Variable: Communication Style prevalent						

From the results described in the previous tables, the following can be inferred:

- Correlation coefficient = 0.744, and the adjusted coefficient of measurement = 0.554, meaning that 55.4% of the change in the communication pattern was explained through the linear relationship with the nature of the technology used and the remaining percentage may be due to other factors
- The calculated F value is 85.564, and the probability value is 0.000 which means rejecting the null hypothesis and accepting a statistically significant effect of the technology used in the communication pattern.

Ho 2: There are differences in the nature of the technology used and Communication Style prevalent depending on the demographic and organizational variables.

The second hypothesis is based on a set of sub-hypotheses:

Ho 2-1: There are differences in the nature of the technology used and Communication Style prevalent according to the demographic variables (gender - age - scientific qualification).

The first sub-hypothesis is based on a set of sub-hypotheses:

1. There are differences in the nature of the technology used and Communication Style prevalent depending on the gender variable.

To determine the validity of this hypothesis, the researchers used the T-test as shown in the following table:

Table 14: *Mean and standard deviations and the value of "T" for the scale domains according to the gender variable*

Field	Gender	The Number	Average	Standard Deviation	"T" Value	Level of significance
The Information Technology	Male	50	3.6640	0.76818	-0.975	0.333
	Female	21	3.8095	0.46894		
Communication Style prevalent	Male	50	3.4762	0.71547	-1.931	0.060
	Female	21	3.7857	.569460		

It is clear from the previous table that there are no statistically significant differences due to the gender variable between males and females in all fields. The calculated value of T. is less than the tabular value of T. The differences between males and females in the nature of work can be explained by the fact that Female positions are minimal in the organizational structure such as secretarial functions.

2. There are differences in the nature of the technology used and Communication Style prevalent depending on the age variable.

To determine the validity of this hypothesis, one way anova was used as shown in the following table:

Table 15: *Source of variance, sum of squares, degrees of freedom, mean squares, P value, and significance level*

		Sum of Squares	df	Mean Square	F	Sig.
The Information Technology	Between Groups	.861	3	.287	.587	.626
	Within Groups	32.766	67	.489		
	Total	33.626	70			
Communication Style prevalent	Between Groups	.446	3	.149	.306	.821
	Within Groups	32.539	67	.486		
	Total	32.985	70			

It is clear from the previous table that there are no statistically significant differences in these fields and the overall score is due to the age variable of the respondents. The value of the calculated P is less than the value of the table.

This finding is consistent with the studies of Al-Louzi and Zahrani (2012), (Bahr and Abu Swirih, 2010) (Al-Batoush, 2007), which showed no differences between different age levels.

The results differed with Aldqas (2005) and Fill (2005), which showed differences between different age levels.

3. There are differences in the nature of the technology used and Communication Style prevalent according to the variable of scientific qualification.

To determine the validity of this hypothesis, one way anova was used as shown in the following table:

Table 16: *Source of variance, sum of squares, degrees of freedom, mean squares, P value and significance level due to the variable of practical qualification*

		Sum of Squares	df	Mean Square	F	Sig.
The Information Technology	Between Groups	2.450	2	1.225	2.672	.076
	Within Groups	31.177	68	.458		
	Total	33.626	70			
Communication Style prevalent	Between Groups	4.961	2	2.481	6.019	.004
	Within Groups	28.024	68	.412		
	Total	32.985	70			

It is clear from the previous table that there are no statistically significant differences in the field of Information Technology according to their scientific qualifications, since the value of "P" calculated less than the value of "P" table, while the table shows the existence of differences between respondents according to their scientific qualifications in the field: Type of Communication Style prevalent

To find out the direction of differences in areas where differences were found, the Scheffe Test was used as in the following table:

Table 17: *Results of the Scheffe Test to identify the direction and significance of differences in the field of communication due to the variable of scientific qualification*

Qualification	Diploma	BA	Postgraduate
Diploma	-		
BA	0.162202-	-	
Postgraduate	-*0.871958	-*0.709756	-

* Significant at (0.05)

It is clear from the previous table that there are statistically significant differences at the level of (0.05) attributed to the variable of the academic qualification in the field of "communication mode" between those with postgraduate qualifications with diploma qualifications for those holding the diploma qualifications, Bachelor's degree in favor of the bachelor's campaign This result can be explained by the fact that the graduates of the graduate degree of dissatisfaction, as a result of their lack of appreciation by granting them administrative functions commensurate with their scientific qualifications, and thus be dissatisfied with the mechanism of communication that takes place through the organizational structure, For the lack of statistically significant differences between the other in the field of scientific qualifications holders.

Ho 2-2: There are differences in the nature of the technology used and Communication Style prevalent depending on organizational variables (years of service - level of employment).

The second sub-hypothesis is based on a set of sub-assumptions:

1. There are differences in the nature of the technology used and Communication Style prevalent depending on the variable years of service.

To determine the validity of this hypothesis, one way anova was used as shown in the following table:

Table 18: *Source of variance, sum of squares, degrees of freedom, mean squares, P value and significance level due to variable years of service*

		Sum of Squares	df	Mean Square	F	Sig.
The Information Technology	Between Groups	1.696	3	.565	1.186	.322

	Within Groups	31.930	67	.477		
	Total	33.626	70			
Communication Style prevalent	Between Groups	1.156	3	.385	.811	.492
	Within Groups	31.829	67	.475		
	Total	32.985	70			

The above table shows that the calculated "F" value is less than the "F" value of the table, and therefore there are no statistically significant differences in all fields. This proves the hypothesis is incorrect.

This finding is consistent with the absence of differences in Information Technology according to years of service with Al-Batoush (2007).

The results differed with the study of (Al-Louzi and Zahrani, 2012), (Al-Muasher, 2001), (2005), Abubaker (2005) and Bahr and Abu Swirih (2005) Variable years of service.

2. There are differences in the nature of the technology used and Communication Style prevalent depending on the functional level variable.

To determine the validity of this hypothesis, one way anova was used as shown in the following table:

Table 19: *Source of variance, sum of squares, degrees of freedom, mean squares, F value and level of significance due to the variable of the functional level*

		Sum of Squares	df	Mean Square	F	Sig.
The Information Technology	Between Groups	1.053	2	.527	1.099	.339
	Within Groups	32.573	68	.479		
	Total	33.626	70			
Communication Style prevalent	Between Groups	1.928	2	.964	2.111	.129
	Within Groups	31.057	68	.457		
	Total	32.985	70			

It is clear from the previous table that the calculated F value is less than the F value of the table, ie, there are no statistically significant differences in all fields and in the total score of the scale according to the functional level variable.

The researchers explain this finding that Administrative Staff at different levels of employment have a positive perception of the Information Technology in the university and their performance.

The results differ with Bahr and Abu Swirih (2010), (Al-Batoush, 2007), which showed differences in Information Technology according to the functional level.

12. RESULTS

The results were obtained by using the study tool. The analytical descriptive method was used, and through a survey of (77) administrative staff at Al-Azhar University in Gaza after the data was emptied and the various statistical treatments were carried out according to the study hypotheses and their variables, determining Communication Style prevalent between Administrative Staff at Al-Azhar University, to achieve the objectives of the study, previous studies were reviewed and data analysis presented. The following conclusions and recommendations were reached:

- The results showed that there is a high degree of satisfaction with the technology used by Gaza from the point of view of the administrative staff, where the percentage reached (74.14%).
- The results showed that there is a high level of satisfaction with the communication pattern at Al-Azhar University- Gaza from the point of view of the administrative staff, where the percentage (71.36%).

- The results showed that there is a positive correlation between the Information Technology and Communication Style prevalent.
- The results showed a statistically significant impact on the Information Technology to determine Communication Style prevalent at Al-Azhar University in Gaza.
- The results indicated that there were no differences between the sample according to the gender variable in their perception of the Information Technology and Communication Style prevalent.
- The results indicated that there were no differences in the perception of IT Administrative Staff used and Communication Style prevalent depending on the age variable.
- The results showed that there are no statistically significant differences in the perception of the Information Technology according to the variable of scientific qualification while there are differences in Communication Style prevalent.
- The results showed that the differences in Communication Style prevalent according to the scientific qualification were in favor of those who obtained the diploma degree and the bachelor's degree compared to the higher practical qualifications (postgraduate studies).
- The results indicated that there were no differences in the perception of the employed IT Administrative Staff and Communication Style prevalent depending on the variable years of service.
- The results indicated that there were no differences in the perception of IT Administrative Staff employed and Communication Style prevalent depending on the

job level variable (manager, department head, and administrative officer).

13. RECOMMENDATIONS

- The interest of the departments of the Palestinian universities, especially Al-Azhar University, should be kept up to date with the latest developments in information technology.
- The University administration should pay attention to the prevailing Communication Style prevalent and provide easy communication.
- University administrations continue to pay attention to and continuously improve the performance of their Administrative Staff.
- To enhance the periodic evaluation of job performance and to inform Administrative Staff and express their opinion.
- Solve employee problems and give them the opportunity to contribute to solving their own problems.
- Strengthening the democratic leadership style and empowering university staff.

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