

Organizational Excellence and the Extent of Its Clarity in the Palestinian Universities from the Perspective of Academic Staff

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ABSTRACT

This paper aims to study the organizational excellence and the extent of its clarity in the Palestinian universities from the perspective of academic staff. Researchers have used the descriptive and analytical approach and used the questionnaire for data collection and distributed to academic staff in universities. The researchers used a sample stratified random method by the university. The total number of academic staff was (1114) and (235) were distributed to identify the study population. (166) questionnaires were recovered with rate of (70%). We used statistical analysis (SPSS) program for data entry, processing and analysis.

The study found the following results: There was consensus among members of the academic staff in universities about the importance of "leadership excellence" as one of the elements of organizational excellence, and received a large proportion of approval to some extent. And it agreed to the views of members of the academic staff in universities about the importance of "service-excellence" as one of the elements of organizational excellence, and received a large proportion of consent. And it agreed to the views of members of the academic staff at universities about the importance of "cognitive excellence" as one of the elements of organizational excellence, and obtained the approval of average of the proportion. And it agreed to the views of members of the academic staff in universities about the importance of "organizational excellence".

The study found a set of recommendations, including: the development of a system of incentives and bundle actually how creativity and innovation practiced by workers so that distinguished them according to the level of exercise which encourages them all for creativity and excellence. Providing continuous learning opportunities for all employees raise the efficiency of the members of the academics in line with contemporary technological development. And encourage universities to create an advisory centers within the university to serve the institutions of civil society, and the development of the exchange of information between universities and institutions, and the formation of centers for the commercialization of university education process.

Keywords: *Organizational Excellence, Academic staff, Leadership Excellence, Services Excellence, Knowledge Excellence*

1. INTRODUCTION

University institutions are strongly seeking excellence. This requires university management to provide a supportive environment for organizational learning, and extract knowledge from the minds of its members, through the formation of a common vision among employees to contribute to the creation of the strategic changes that is required for excellence (Attalah & Naser 2014).

Palestinian universities are organizational services by the nature of its functions and the holdings of the presence of human and technical elements, and with all its theoretical and scientific disciplines, and what is available for their research centers and sources of information and systems. (Abu Naser & Al Shobaki 2016; Naser and Al Sobaki 2016; Abu Naser & Sulisel, 2000)

All of this requires that the learning process in all administrative and technical levels simultaneously, to keep the University efficiency, effectiveness, and its ability to continue, through the integration of expertise, and organizational strategies in the crucible of university performance to reach organizational excellence desired, and the leading role of the universities in the advancement and development of the human civilization, where they presented an excellent example of the cognitive progress of Palestinian

society, and took the modern methods in order to progress to keep up with Arabian and international universities, on this basis the researchers have studied organizational excellence and the extent of its clarity in the Palestinian universities from the viewpoint of academics (Naser, 2012; Naser et al., 2015).

2. RESEARCH PROBLEM

The higher education system in Palestine faces a number of problems that pose challenges that make it incapable of giving the expected best response, but the lesson is not in the presence of these problems, but in the knowledge, diagnosing them and their causes, and then work to resolve them, or reduce the negative effects, and make continuing efforts to search for new alternatives to overcome them. (Abu Naser et al., 2010; Naser et al., 2016; Abu Naser & Al Shobaki, 2016; Naser et al. 2016).

It is noticed that the developing world is facing many challenges: the need to maintain the continuity of the process of economic and social development, possess the ability to adapt and cope with fast and rapid changes in the field of science, technology and communications revolution. There is no doubt that the ability of any country to face the challenges depends largely on the available scientific

knowledge and the optimal use of information and how to take advantage of advanced technology (Al-Ayoubi, 2012).

Excellence embodied in Palestinian universities in their abilities to satisfy customers and serve them in an optimal manner. This can be achieved through excellence performance programs to enable the universities to respond to the challenges of the new era and improve its performance. The need of the Palestinian universities to excellence became in their performance and in maintaining continuity in urgent need in a competitive environment to survive and grow.

In the light of the above we can formulate the research problem through research questions.

3. RESEARCH QUESTIONS

In view of the literature review, the study raises the question:

The main question: How clear and the level of Organizational Excellence in the universities in the Gaza Strip, from the perspective of academic staff?

And spouts from it the following sub-questions:

Q1. How clear and level of Leadership Excellence in the universities in the Gaza Strip, from the perspective of academic staff?

Q2. How clear and the level of Service Excellence delivery in the Palestinian universities in the Gaza Strip from the perspective of academic staff?

Q3. How clear and the level of Knowledge Excellence in the universities in the Gaza Strip, from the perspective of academic staff?

4. RESEARCH GOALS

Clarify the concepts of organizational excellence (Leadership Excellence, service Excellence, and knowledge excellence) in the universities in the Gaza Strip.

1. Determine the level of Organizational Excellence in the universities in the Gaza Strip.
2. States the proposals to ensure successful achievement of Organizational Excellence in the Palestinian universities in the Gaza Strip.

5. RESEARCH IMPORTANCE

- Drew the attention of Palestinian university management to the importance of organizational excellence because of its impact on its performance development and on the raising of its profile at the local and regional level.
- The study derives its importance from its expected results, and that can contribute to the achievement of organizational excellence in the Palestinian universities.

- Provide scientific and practical recommendations for Palestinian universities that may help in achieving organizational excellence.

6. SEARCH LIMITS

Place limitation: the study is limited to the three major universities in the Gaza Strip, (Al-Azhar University, Islamic University, and Al-Aqsa University).

Human limitation: the members of the academic staff in the universities in the Gaza Strip.

Time limitation: the study was conducted and preliminary data collected and statistical analyzes performed during the year (2016).

Subject (Academic) limitation: the study was limited to the organizational excellence in the Palestinian universities in the Gaza Strip.

7. RESEARCH METHODOLOGY

The researcher used the descriptive analytical prescription scientific approach which commensurate with the nature of the research.

8. THE STUDY CONTENT

The study was divided into two frameworks: theoretical and applied. Theoretical framework includes the study of organizational excellence variables; while the applied framework is a study of the views translated in a questionnaire intended for employees in academia and administrations in the three Palestinian universities in the Gaza Strip, and the collected information is analyzed to produce useful results that can be applied.

9. THEORETICAL FRAMEWORK

9.1 Organizational Excellence

Excellence is a source that is owned by an organization without the others. This source can be a distinct human, a distinct technology, method of work which others cannot imitate it. Based on the above, investment in education becomes one of the most important new trends in higher education to achieve organizational excellence at the level of inputs, processes, and ensure output in line with the specified criteria. El-Salmi (2002) has stated that excellence is a concept of a holistic, comprehensive and indivisible, in the sense that it cannot distinguish an organization in a particular area, while the performance breaks down in other areas, equilibrium and tangles marked by two characteristics of excellence in the various sectors of the organization, which includes the two dimensions of modern management axes: real management is seeking to achieve excellence, and the other that everything that comes from management such as acts, decisions, systems and events characterized by excellence are adopted. The two dimensions are complementary, and they are two sides of the same coin, one cannot be achieved without the other. El-Sayyed (2007) defines excellence as an intellectual style and management

philosophy based on a curriculum that is linked to how to accomplish tangible results for the organization to achieve a balance in satisfying the needs of all parties, both of stakeholders, or society as a whole, in the context of a culture of learning, creativity, and continuous improvement.

Shawqi and Al-kharsha (2008) defines Excellence as quality process of the practices including self-evaluation to improve the effectiveness of the organization, its competitive position, the flexibility to work in, the participation of all the users in each sections of the organization to work together through the understanding of all activities and work on removing the error, and improve the process towards achieving excellence.

Al-Hilali and Ghabor (2013) confirmed that those activities that make a distinct institution in the performance through the employment of capacity, available resources in an effective and distinct to make them superior and unique from the rest of the competitors and that is reflect on how to deal with customers, how to perform their activities, operations, the preparation of its policies, administrative and regulatory strategies.

Excellence is every act or activity for each person that reinforces and strengthens the achievement within the organization and includes many of the labor force that makes up the structure of the organization (Nohria, et al, 2003).

Standen (2004) defines it as clarity in the identification of customers and understanding their demands and needs. All employees of the organization must fulfill those needs and future requirements that are expected through the performance that exceeds expectation and bring benefits to stakeholders in a balanced way for individuals and society.

Rashida (2007) defines it as the superiority of the organization to their counterparts, where this concept refers to "an integrated system as a result of work of the organization, in light of its interaction with elements of its internal and external environment, which led it to the uniqueness and superiority of positive impact on other organizations to reach their goals".

9.2 Dimensions of Organizational Excellence in Higher Education Institutions

Organizational Excellence is a set of dimensions; the most important dimensions of excellence in the universities are as follows:

- **Leadership Excellence:** Excellence is in command of the most important pillars that are based on modern management, where contemporary management requires superior capabilities of the commander; to be able to keep up with developments and changes imposed by the knowledge age.

There is no doubt that the leaders who have high sensitivity to recognize the shortcomings and problems in all situations, have chances in increasing their competition in the research and writing in them, so the probability will advance them towards excellence (Borghini, 2005).

The importance of leadership for university institutions comes from the nature of the environment in which universities operates in. In this highly complex, vague and changing academic environment, it becomes a need for the leadership of a new type that has a strategic vision and skills to draw its future in an integrated manner, taking into account the expected developments in the environment on an equal basis with the internal situation trends (Al-Saeed, and al-Faqih, 2011). Leadership is the lead and the ability to have imagination, perception of future, building flexibility, and supporting of others towards creating a strategic change which is necessary and desired in the organization (Gad El Rab, 2013).

- **Service Excellence:** under excellence management, resorting to competitors is an indication that something is wrong in the method of service, and these symptoms lead to an action plan to correct these errors or deficiencies. There is no doubt that the use of structural gateway to solve problems makes it possible to move towards continuous improvement (AL-Naimi and Sweiss, 2008).

Excellence in a service is the development of it with unique recipes. The organization gives an opportunity to put exceptional prices, for example, if a supplier increased prices of inputs, the organization may be able to transfer it to its customers who they cannot easily get alternative products because of its unique qualities (Dess, 2008).

- **Knowledge Excellence:** Researchers outlined many of the qualities that distinguish knowledge from other resources of the organization, and these qualities as intangible, blurry and difficult to measure, and energetic, and increasingly use and can be used in different processes at the same time, and embodied in individuals, and with a wide-ranging effect on the organization, and it can be used for a long time (Bollinger & Smith, 2000).

The university is the first and most important institution that must go into knowledge management, in other words: "universities are the most appropriate institutions to adopt this principle (Nurluoz & Birol, 2011).

9.3 Basic requirements of applying management excellence in Higher Educational Institutions

Today operational excellence became a necessity that cannot be dispensed with in successful organizations. Management excellence means the art of assembling the needs of stakeholders inside and outside. To achieve that, it requires the availability of the following ingredients (Oestreich, Thomas, 2008):

- Proper understanding of the concept of excellence.
- Preparation of building a strategic institution and activating it by expressing major orientations and future vision.
- Building an integrated system of policies and provide the foundations and rules that can make decisions.

- Introduction of organizational structures that commensurate with the performance requirements and accept the amendment and adaptation to internal and external variables.
- Building a sophisticated system to confirm the overall quality, and activate it in all levels of the organization and their components.
- Building an integrated network of communications and information systems to monitor information which includes mechanisms that are used to support decision-making.
- Building a sophisticated system of human resource management which includes planning rules, formation of human resources, development and guidance of their performance mechanisms.
- Building a system for the management of integrated corporate performance and running it, including the rules and mechanisms of target performance planning, determining rates, its levels and determines the required business and jobs for its implementation and evaluation.
- Building a system for the preparation and development of effective administrative leaders that is able to lay the foundations and standards, and to provide the elements of proper implementation of plans and programs.

9.4 The reality of excellence in Palestinian universities

Creating a culture of excellence, and achieving the outputs of high quality requires many years of hard work, as there are requirements at the national level, and on the institution level where, leadership of the institution, and its vision, goals, and the practice of excellence in research and teaching, and the mechanisms for achieving the global dimension of the university, and to provide support for how to measure success, and indicators of education outcomes are important requirements at the institutional level (Salmi, 2009).

In this area, the Palestinian universities have focused their work on the development and improvement in all aspects of administrative and academic process.

10. LITERATURE REVIEW

10.1 Previous Studies

Study of (Erdem & Others, 2014) aimed to test the level of the relationship between learning organizations and job satisfaction among workers in primary schools. The research found that, the most important results of that job satisfaction for teacher's level was acceptable and there were no statistically significant differences depending on (gender, specialty, the size of the organization, and length of service). Personal excellence received an approval by (3.11), mental models (3.46), shared vision (3.31), and systemic thinking (3.22), and the extent of support of learning teams (3.5). The overall average level of the characteristics of learning organizations in general (3.37) and the level of job

satisfaction for employees (3.62). There is a positive relationship between job satisfaction and dimensions of learning organizations with a moderate level.

Study of (Adamska & Minarova, 2014) aimed to emphasize the importance of the concept of the learning organization in the field of construction and management of consumer confidence during the product life cycle stages, taking different stages of the customer's activities into account. The presentation of the results of research projects related to learning organizations in terms of the introduction of the principles of learning organizations in the small and medium enterprises, and to emphasize the importance of continuous improvement for the construction of the current and future consumer confidence. The research found that the most important results was the organizations focus on the customer, and carrying a slogan that the consumer is the focus of attention by the consent of (4.18), and encourages leadership knowledge and skills by opening the door to inquire and debate where you got the approval rate (3.99). The bonuses that are related to the development and continuous improvement of the performance of employees have low importance by leadership and got the approval rate (3.25). Encourages the leadership to share information and knowledge, where it got the approval rate (4.01). Leadership provides access to the relevant information to work fast by the consent of (3.81). With regard to the introduction of the recommendations of the working groups into consideration by the administration it got the approval of a low rate (3.01).

Study of (Abu Kaoud, and Rababah, 2013) aimed to identify the availability of the critical success factors in the Jordanian pharmaceutical companies, to identify the levels of organizational excellence in the Jordanian pharmaceutical company's dimensions. The study found the most important results of the availability of the success of (the focus on the consumer factors, organization, technology and information systems strategy, intellectual capital enabled) came high, and perceptions of respondents about organizational excellence (excellence leadership, excellence structure, service excellence, excellence organizational culture) were high.

Study of (Saada, 2013) aimed to identify the extent of the application of the standard of leadership in higher education institutions, according to the European model of excellence. The study found a group of the most important results that the level of leadership performance in the University College when applying the standard of leadership of the European model of excellence was approximately (75.9%), and sub-standards applied in tight level. There are relatively high in the third sub-standard in the model, which relates to the interaction of leaders with students and other stakeholders, followed by the first criterion according to the model order, and that the development of leaders for the vision and message, and the system of values in college with the participation of the relevant authorities with the college, and then the second criterion concerning study leaders, efforts in the development and application of the administrative system and improving it, followed by the fifth standard on the efforts of the leaders in raising the spirit of

competition and promote change in the organization, finally the fourth standard concerning supporting and encouraging the leaders of the staff and to disseminate the culture of excellence.

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

Study of (Al-Hilali, and Ghabor, 2013) aimed to recognize the concept of management excellence and the most important characteristics, learn management requirements about the application of excellence in institutions of higher education and the most important challenges. The study found the most important results of that there is a statistically significant differences between the degree of importance and the degree of availability in the axis (leadership, strategic planning, customer focus, knowledge and innovation management, involvement of employees, focusing on processes, organizational culture, and the results) in favor of importance. Effective leadership plays a pivotal role in shaping the goals and objectives of the institution.

Study of (AL-foghahaa, 2012) aimed to look at the role of the adoption of strategies to differentiate learning and education in achieving sustainable competitive advantage for institutions of higher education. The study found a group of the most important results that follow the strategies of excellence in education and implementation of the academic process level has contributed to change the basis of competition with universities. There is a strong correlation between the adoption of strategies for excellence in learning and teaching and the achievement of higher education institutions and sustainable competitive advantage.

Study of (Abu Hashish, 2011) aimed to identify the availability of learning organization dimensions at Al-Aqsa University from the viewpoint of its staff detecting differences in sample responses depending on the variable (specialization, type, years of service, the nature of the work). The study found the most important results of all the learning organization of dimensions (creating opportunities for continuous learning, encourage and inquire dialogue, encourage learning and collective cooperation, the establishment of a knowledge sharing and learning systems, enabling individuals to collectively shared vision, linking the organization to the external environment, Strategic Command support to learn) all of which were of a medium degree of (52-67%). It received after the promotion of dialogue and inquiry a percentage of (62.1%). It came after "creating opportunities for continuous learning" which ranked last with a relative weigh (58%).

Study of (Hussein, 2011) aimed to recognize the reality of the King Faisal University in terms of adopting the concept of the learning organization, to highlight the concept

of learning organizations and to identify those components of the quality of the organizations in the knowledge economy. The study found a set of results which are the most important to build the King Faisal University to the dimensions of learning organizations with an average level, the need to develop a strategic goal is to support learning, and build an environment stimulate the adoption of the dimensions of learning organizations down to build an educated University. Learning organizations following dimensions: "the establishment of a knowledge sharing and learning systems, linking the organization to the external environment, and enable individuals to bring them towards a common vision" was at less than the other levels. King Faisal University led by a supportive learning strategy with a mean average of (2.86).

Study of (Sharma & Talwar, 2007) aimed to determine the views of the leaders of organizations around the most viable of all organizations standards of excellence. The research found the most important results of model building excellence of the nine criteria is "leadership, culture and values, strategic planning, operations, business results, good orientation, continuous improvement, confirmation of success, the external environment". The model shows that the external environment is integrated with the culture and working environment, supports assure the success of the leadership, culture, shared values, which facilitate the removal of obstacles, facilitate the flow of knowledge, information, services for those involved, satisfy the various parties, and contribute knowledge to reduce the problems.

Study of (Shekhar & Joshi, 2007) aimed to link the knowledge management and learning organization and its role in achieving business excellence. The study found the most important set of results that helps (individuals, processes, and technology) in effective knowledge management, which lead to the development of the learning organization. The greatest challenge facing the organization is to integrate the inherent knowledge of the individuals with the work procedures for the sharing of lessons learned and continuous learning.

Study of (Alrayes, 2006) aimed to measure the level of excellence of the performance of banks through the proposed model of excellence. The study found the most important results of that it has reached a model to measure the level of excellence in the banking sector consists of the following standards of excellence, "the culture and values of the organization, leadership, personnel management, policy and strategy, operations, results of workers, the results of dealers, the results of the community, corporate results, and excellence in service". And it found correlation relationships between the model standards. The study confirmed the importance of culture, values and vision in achieving services excellence.

10.2 Comment on previous studies

It is clear for the researchers by looking at the previous studies in different aspects that:

10.2.1 The areas of agreement and disagreement with previous studies

First: the aspects of the agreement: previous studies discussed by the researchers used descriptive and analytical approach in the field of organizational excellence, and applied in the field side or the survey, including the questionnaire, the diversity of the study sample. They are similar to the current study, with one or more of the previous studies presented by the researchers in the field of organizational excellence, especially in its philosophy, and its characteristics, and standards.

Second: the differences: different studies that have addressed the issue of corporate excellence, there are studies focused on building institutional performance models for excellence such as (al-Naimi, 2010), (Beheiri, 2012). There are also some studies that have addressed the relationship between excellence and the development of performance management, including the following studies (Al-Hilali, and Ghabor, 2013), (AL-foqahaa, 2012), (Abu Kaoud, and Rababah, 2013).

10.2.2 What distinguishes this study from previous ones?

Practical side, which was the Palestinian universities in the Gaza Strip, and include (Al-Azhar University, Islamic University and the University of Al-Aqsa), taking the viewpoint of the academics working in Palestinian universities.

RESEARCH METHODOLOGY AND PROCEDURES

Methodology is a scientific way to think and act adopted by the researchers to organize their thoughts, analyze, display, and then to reach acceptable results and facts about the phenomenon under study (Elian, and Ghoneim, 2010). Based on the nature of the research and the goals that are sought based on this study was to approach deductive analytical; because it is the right approach that achieves the objectives of the research, it is based on the monitoring, precision of the phenomenon or event and follow a certain way the quantity or quality in a given period of time or several periods, in order to identify the phenomenon or event in terms of content, and access to the results and generalizations will help in the understanding of reality and development (Alian and Ghoneim 0.2010, p. 66).

The research community: the research community is all vocabulary phenomenon studied by the researchers, and who is the subject of the study problem. On the subject of the study and its problem and objectives may specify the target of the academic staff at universities in the universities of the Gaza Strip and of (the Islamic University, Al-Azhar University, and University of Al-Aqsa), and the total number of staff members of the academics in the universities under study for the year (2016) in accordance with the statistical and administrative affairs of the three universities was (1114) male and female employees. This is reflected in Table

1, which shows the distribution of part-time employees in the three universities under study.

Table 1: Distribution of the study population

No.	University	Academics staff
1.	Islamic University	425
2.	Al Azhar university	276
3.	Al-Aqsa University	413
Total		1114

Source: Personnel Department in the universities in question 2016.

The research sample: The researchers used a sample stratified random way by the university of the three academics classes, the total of academics employees were (1114) male and female employees, where an exploratory sample of (30) questionnaires were distributed to test the content validity, structure validity, and the reliability of the questionnaire, and after making sure the of validity and reliability of the questionnaire, (235) were distributed to the study population and (166) questionnaires have been recovered with a recovery rate of (70%).

11.1 Search tool

The researchers adopted in collecting data on the sources and references to the literature and studies that focused on institutional excellence, where they were preparing a questionnaire addressed to the members of the academics in order to identify the extent to characterize universities from their point of view. Likert scale was used to measure respondents' responses to the questionnaire by paragraphs according to Table (2).

Table 2: Illustrates the Likert scale

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

Researcher chose the class (1) to respond "Strongly Disagree" and thus the relative weight in this case is (20%) which is commensurate with this response.

The questionnaire study consists of four main axes, and included 30 items distributed on three axes as follows:

The first axis: Leadership Excellence and it consists of 10 paragraphs.

The second axis: Service excellence sectors and it consists of 10 paragraphs.

The third axis: Knowledge excellence and it consists of 10 paragraphs.

Questionnaire validity: the researchers ascertain the validity of the questionnaire in two ways:

- **Experts Validity:** the researchers presented the questionnaire to a group of specialists of the field to give their opinion on it. The researchers took the

comments of the specialist and performed the necessary modification needed, and thus questionnaire was finalized.

- Instrument Validity:**
First: Content Validity: mean the consistency of each paragraph of the questionnaire with the domain this paragraph belong to, the researcher has calculated the content validity of the questionnaire through the correlation coefficients between each paragraph of the areas of the questionnaire with the total score of the field itself .
Second, Construct Validity: a structural tool that measures the extent to which the goals that you want the tool to fulfill, and shows the relevance of each area of the research with total degree of paragraphs of the questionnaire.

Questionnaire Reliability: the questionnaire gives the same result if it is re-distributed more than once under the same circumstances and conditions, or in other words that the questionnaire reliability means stability in the results of the questionnaire and not to change significantly as if they were re-distributed to respondents several times during certain periods of time.

The researchers achieved the questionnaire reliability of the study using alpha Cronbach's coefficient, which shows that its value is equal to (0.975). This means that the reliability coefficient is high. Thus, the researchers may be sure of the reliability and validity of the questionnaire of the study which makes it confident questionnaire and suitability to analyze the results and to answer study questions and test hypotheses.

11.2 Data Analysis and Testing Research Questions

First: the statistical description of the sample according to the characteristics and personality traits
 The following is a sample of the research in accordance with the characteristics and personality traits:

Table 3: Statistical description of the sample according to the characteristics and Personality traits (n = 166)

Characteristics and personality traits		Academic Staff	
		The number	Ratio
Qualification	Ph.D.	77	46.4
	M.A.	86	51.8
	BA	3	1.8
The name of the university	Al Azhar University	75	45.2
	Islamic University	38	22.9
	Al-Aqsa University	53	31.9
Years of service	Less than 5 years	30	18.1
	From 5 to 9 years	31	18.7
	From 10 to 15 years	55	33.1

	More than 15 years	50	30.1
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Table 3 shows that the percentage of (46.4%) of the study sample holds the doctorate degree, and (51.8%) hold master's degrees, and (1.8%) holding a bachelor's degree. The researchers explain the increase in the number belonging to the higher scientific qualifications and this is evident from the fact that the largest group of PhDs are academics, but they come in second place after a master's degree holders, that because the master specializations available in the Gaza Strip, which opens the way for the workers in the universities and students to complete their studies and earn a master's degree, and doctoral programs are still very limited in Gaza Strip. And that the rate of (18.1%) of the study sample was the years of service, working less than five years, and (18.7%) for years of service ranged from working between (5-9 years), and (33.1%) for years of service ranged between (10-15 years), and (30.1%) for years of service was more than 15 years.

11.3 Statistical methods

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

- Mean arithmetic in order to find out how high or low the sample responses from the default average (3.5) for each phrase from basic study variables phrases.
- Standard Deviation was used to identify the extent of the deviation of member responses of study for each phrase of the study variables phrases, and each part of the key parts for an arithmetic average, and note that the standard deviation shows the dispersion in the study members responses of each phrase of the study along with main parts of variables phrases. The closer the value to zero, the responses are more focused and dispersion is decreased between the scale.
- Alpha Cronbach test to ensure the reliability of the questionnaire.
- One sample T test to know the difference between the average and the average default paragraph (neutral) "3.5."
- One-way analysis of variance (ANOVA) was used to analyze differences between the averages by the university variable.

The field of study and answering the research questions

Answering the main question: How clear and the level of corporate excellence in the Palestinian universities in the Palestinian universities in the Gaza Strip from the perspective of academic staff?

And Spouts from it the following sub-questions:

Q1. How clear and level of Leadership Excellence in the universities in the Gaza Strip, from the perspective of academic staff?

T test was used per sample, and the results are shown in Table 4, which shows the views of the individuals in the study sample passages axis (Leadership).

Table 4: Demonstrates the analysis of the paragraphs of axis Leadership Excellence

No.	Statement	Arithmetic mean	relative weight	standard deviation	T value	Potential value	Ranking
1.	The university management emphasizes on adhering to the contents of the learning organization.	3.67	73.4	1.08	8.049	0.000	1
2.	The university management set goals based on the needs and requests of the beneficiaries.	3.54	70.8	1.013	6.898	0.000	2
3.	There is a commitment from the university management towards achieving a good competitive position.	3.42	68.4	1.068	5.013	0.000	8
4.	The university management is keen to solve the problems facing the university.	3.45	69	0.925	6.295	0.000	7
5.	The university management benefit from the experiences of others.	3.46	69.2	0.85	6.94	0.000	6
6.	The university management is keen to motivate others toward common goals.	3.48	69.6	0.829	7.488	0.000	5
7.	The university management provides the necessary resources for creativity and excellence.	3.52	70.4	0.844	8.005	0.000	4
8.	The university management takes into account the existence of effective working relationships between them and the employees.	3.37	67.4	0.819	5.783	0.000	10
9.	The university management is interested in promoting the interaction with the institutional societies.	3.41	68.2	0.787	6.708	0.000	9
10.	The university management provides a suitable working environment for the success of the educational process.	3.54	70.8	0.899	7.686	0.000	2
All paragraphs		3.49	69.8	0.738	8.492	0.000	

The researchers conclude from the previous table the following:

– in the first place from the viewpoint of academics paragraph came "The university management emphasizes the obligation of the contents of the learning organization." The researcher attributes this to the fact that the learning organization concept is the focus of interest is the openness, transparency, and support of human resources in order to leverage their potential and capabilities.

– Paragraph "The university management takes into account the existence of an effective working relationship between them and the workers" was ranked last from the viewpoint of "academics" with relative weight (67.4%) which is considered average. The researchers attributed that to the attention of management and its commitment to the application of the side of social communication, creating a friendly atmosphere and a cooperative between individuals,

encourage initiatives, the development of the motives, the provision of material and moral incentives, to create a safe environment for all employees, because of its positive impact in creating an effective working relationship between them and the workers, and as reflected in the performance of universities in general.

And generally the views of the academics, members of the employees in the Palestinian universities, agreed about the importance of the "leadership excellence" axis as one of the elements of organizational excellence, and received a large proportion of approval to some extent. The researchers attributed that to the fact that a distinguished leader of the art can be the leaders of universities to anticipate change, forecasting, working on his administration in accordance with the clear vision of change management strategy and overall development, continuous, deal with the developments that appear on work creatively, and to achieve excellence in performance. This result is consistent with the

study of (Al-Hilali, and Ghabor, 2013) which showed that effective leadership plays a pivotal role in shaping the goals and objectives of the university, is also responsible for laying the foundations and standards, and to provide the elements of proper implementation of plans and programs, and to take development decisions in the light of the discussion of the evaluation results to the competent management levels. It also agreed with the study of (Abu Kaoud, and Rababah, 2013) which showed that the respondents' perceptions about organizational excellence (leadership excellence, structure excellence, service excellence, organizational culture excellence) and received a large proportion of approval. It also agreed with the results of the study of (Adamska &

Minarova, 2014) which showed that leadership promotes the development of knowledge and skills by opening the door to inquire and debate, where it got the approval rate (3.99).

Q2. How clear and the level of excellence in service delivery in the Palestinian universities in the Gaza Strip from the perspective of academic staff?

T test was used per sample, and the results are shown in Table 5, which shows the views of the individuals in the study sample passages of the (Services Excellence) axis.

Table 5: Demonstrates the analysis of the paragraphs of axis the services excellence

No.	Statement	Arithmetic mean	relative weight	standard deviation	T value	Potential value	Ranking
1.	The university management conduct ongoing polls to identify the diverse needs of the community	3.42	68.4	0.756	7.083	0.000	9
2.	Operations that provide various services are subject of continuous improvement.	3.51	70.2	0.694	9.506	0.000	6
3.	The university management adopts modern technologies to provide services	3.92	78.4	0.911	12.956	0.000	1
4.	Procedures providing services are quickly achieved.	3.7	74	0.993	9.15	0.000	2
5.	The university management provides services that are consistent with the needs of beneficiaries.	3.58	71.6	0.795	9.468	0.000	5
6.	The university management benefit from the results of the evaluation of community organizations satisfaction.	3.6	72	0.659	11.769	0.000	4
7.	The university management is committed to social responsibility in the provision of services.	3.49	69.8	0.694	9.058	0.000	8
8.	The university management take into account ethical dimensions of community service	3.63	72.6	0.797	10.126	0.000	3
9.	The university management offers its services to all institutions fairly without discrimination.	3.32	66.4	1.045	3.938	0.000	10
10.	The university management respond to suggestions and complaints made by the recipients	3.5	70	0.893	7.216	0.000	7
All paragraphs		3.57	71.4	0.578	12.631	0.000	

The researchers conclude from the previous table the followings:

Views of the members of the academics agreed in terms of "the university administration adopt modern technologies to provide services" and this paragraph was ranked first in this axis with relative weight (78.4%). The researchers attributed that to the contemporary technology revolution, which provided a lot of time and effort to get the services and facilities in light of availability of advanced modern communication, and the commitment of management and staff to perform well at work and provide excellent services to achieve customer satisfaction.

– The paragraph "The University provides management services to all institutions fairly and without discrimination" came in the last place from the viewpoint of academics and with relative weight (66.4%). The researchers attributed the reason to the fact that the three universities have different terms of reference, in addition to the control of political parties and factions imposed by the nature and circumstances of the Palestinian people being under occupation.

And generally the views of academics, members of the employees in the Palestinian universities, agreed about the importance of the "services excellence" as one of the

elements of organizational excellence, and received a large proportion of consent. The researchers attributed that to the fact that excellence in services that these services exceed customer expectations. Therefore, in light of the increase in the number of universities, and the weakness of the diversity of disciplines, and the limited possibilities of the Palestinian universities, they need to provide services that satisfy customers to be an additional competitive advantage.

Q3. How clear and the level of knowledge excellence in the universities in the Gaza Strip, from the perspective of academic staff?

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

Table 6: Demonstrates the analysis of the paragraphs of axis the knowledge excellence

No.	Statement	Arithmetic mean	relative weight	standard deviation	T value	Potential value	Ranking
1.	Held panel discussions among employees to invest their energies in intellectual fields of knowledge permanently.	3.46	69.2	0.912	6.469	0.000	1
2.	Issued monthly bulletins to disseminate knowledge applications.	3.42	68.4	0.803	6.672	0.000	2
3.	The university has a working knowledge of the market requirements in terms of specializations.	3.22	64.4	1.039	2.689	0.008	5
4.	Use of e-learning in support of education programs at the university	3.13	62.6	0.891	1.916	0.057	7
5.	The university administration provides scholarships for talented workers.	2.98	59.6	1.098	-0.212	0.832	10
6.	The university administration supports student participation in local and international competitions.	3.14	62.8	1.106	1.614	0.108	6
7.	The university administration maintains its training programs to keep up with the cognitive developments.	3.23	64.6	0.778	3.891	0.000	4
8.	The university administration is following the performance of its graduates in the institutions in which they work.	3.05	61	1.175	0.529	0.598	8
9.	The efficiency of our university graduates contribute to the interest of institutions on hiring them.	3.39	67.8	0.836	5.942	0.000	3
10.	The university management employs scientific research to serve the community.	3.01	60.2	0.978	0.159	0.874	9
All paragraphs		3.2	64	0.7	3.744	0.000	

The researchers conclude from the previous table, the followings:

– The paragraph "The university management provides scholarships for talented employees" came in the last place from the viewpoint of the members of the "academics". The researchers attributed the reason for this is the grants are often obtained by personal staff effort from the staff member, through their contacts with some universities, but if the grants came through the university, they are subject to foundations and other criteria other than being a distinct, where the laws and processes of the scholarship organized and control by the universities.

And generally the views of academics, members of the employees in the Palestinian universities agreed about the importance of the "knowledge excellence" as one of the elements of organizational excellence, and obtained the approval of the proportion of average to some extent. The researchers attributed that to the fact that universities are the basis for building a knowledge society, which puts all the countries of the world among the priorities of plans and tasks, it depends mainly on the excellence of higher education processions of scientific and technological developments, so it falls on the responsibility of universities, production and dissemination of knowledge as a culture, and using them effectively, the activities of those in the generation of knowledge, research and development, and

dissemination of education, training and employment through scientific research directed to solve the problems of society. The results of this study are consistent with the study of (Sharma & Talwar, 2007), which explained that the external environment is integrated with the culture and working environment, supports assure the success of the leadership, culture, shared values that facilitate the removal of obstacles, and facilitate the flow of knowledge, information, services for those involved, satisfy all the different parties, and knowledge contribute to the reduction of problems. This result differed with the results of a study of (Shekhar & Joshi, 2007) which showed that the greatest challenge facing the organization is to integrate the inherent knowledge of the individuals with the work procedures for the sharing of lessons learned and continuous learning.

11. CONCLUSION

The academic staff in the universities agreed about the importance of the leadership excellence as one of the elements of organizational excellence, and received a large proportion of approval to some extent.

The academic staff in the universities agreed about the importance of the service excellence as one of the elements of organizational excellence, and received a large proportion of approval.

The academic staff in the universities agreed about the importance of the cognitive excellence as one of the elements of organizational excellence, and received a medium proportion of approval to some extent.

The academic staff in the universities agreed about the importance of organizational excellence. The researchers attributed that, the Palestinian universities seek excellence through customer satisfaction and the local community, and contribute to organizational excellence in achieving success in the short and long term, in addition to establishing leadership thought and leadership to meet future challenges and to maintain excellence, the excellence models are the foundation tool for continuous self-assessment, also gives the opportunity to compare its performance with other institutions, furthermore, it is the evidence to identify opportunities for improvement.

12. RECOMMENDATIONS

Based on previous results researchers have proposed a set of recommendations, the most important ones include:

Establishing incentive system that encourages employees to apply their knowledge and experience and participate in linking incentives rewards system with the creativity and innovation practiced by employees to distinguish them according to the level of exercise which encourages them all for creativity and excellence.

- Provide continuous learning opportunities for all employees, raise the efficiency of faculty members in line with contemporary technological development, establish a knowledge sharing and learning systems and encourage scientific research in the university.

- Create technology incubators in the universities to adopt, protected, support and market the outstanding university research projects.
- The establishment of university centers of scientific research excellence, subject to the disciplines of the departments at various colleges, offering research and knowledge services to researchers, policy makers, community and various institutions.
- Encourage universities to create an advisory centers within the university to serve the institutions of civil society, to develop the exchange of information between universities and institutions, and to establish centers for the commercialization of university education process.

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