

Intermediate Role of the Focus Standard on Human Resources in the Relationship between Adopting the Criterion of Leadership and Achieving Job Satisfaction in the Palestinian Universities

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Abstract: The study aimed at identifying the intermediate role of applying the criterion of focus on human resources in the relationship between adopting the leadership standard in the international models of quality and achieving job satisfaction among the workers in the Palestinian universities. The study used the analytical descriptive method. The study was conducted on the university leadership in (Islamic University, Al-Azhar University, Al-Aqsa University), the study population consisted of (416) individuals. The study sample consisted of (200) individuals, 182 of whom responded, and the questionnaire was used in collecting the data. The study reached a number of results, the most important of which is: The level of Palestinian universities' adoption of the criterion of concentration on human resources got a high degree to some extent. The level of job satisfaction among the workers in the Palestinian universities studied was high due to the statistically significant effect of the leadership criterion on employee satisfaction. The focus on human resources, the existence of a statistically significant impact on the adoption of the criterion of concentration on human resources to achieve job satisfaction in Palestinian universities, the standard focus on human resources partly mediated the relationship between adopting the standard of leadership and achieving job satisfaction for Palestinian universities' employees. The study presented a number of recommendations, the most important of which is: increasing interest in the application of the leadership criterion as a basic guide for excellence in universities, the development of human resources in universities and increasing the focus on them; work on creating job satisfaction among university employees by creating a positive atmosphere and providing them with material and moral motivation.

Keywords: Human Resources, Leadership, Job Satisfaction, Palestinian Universities.

1. INTRODUCTION

Universities are one of the important building blocks in the society because they prepare the generations for the future, to advance the nation and lead it towards development and excellence, and to advance it in the era of rapid change, the era of globalization and knowledge. Higher education is the strategic asset that provides the societies with the human resources they need for overall development. The success of the universities in achieving quality and excellence in their performance must be a leadership with a clear vision and leadership must be inspiring, transparent and open with the stability and unity of purpose (goal), in which all employees participate in the university, because of the human element of great importance in achieving the goals and success required.

Therefore, there is a need for conditions that help university employees develop their performance by working as a team, and taking risks to meet the needs and desires of beneficiaries and stakeholders. Human resources management should contribute to the creation of individuals to change towards excellence and continuous improvement, this approach in performance to the success of its application, and requires clear and intensive communication

to explain the reasons for change and justification and the extent of its impact on workers.

Based on the above, this study is considered one of the few studies aimed at answering the following main question: "What is the impact of adopting the criterion of leadership on achieving job satisfaction with the existence of the criterion of focusing on human resources as an intermediate variable in Palestinian universities?", and from which the following sub-questions arise:

- Is there an impact on the adoption of the criterion of leadership to achieve job satisfaction in Palestinian universities?
- Is there an impact of adopting the leadership standard to adopt the criterion of focus on human resources in Palestinian universities?
- Is there an impact on adopting the criterion of focusing on human resources in achieving job satisfaction in Palestinian universities?
- Is there an impact on the adoption of the criterion of leadership on the achievement of job satisfaction in Palestinian universities, with the criterion of focusing on human resources as an intermediate variable in Palestinian universities?

2. RESEARCH IMPORTANCE

- To provide Palestinian universities with the availability of leadership standards as a standard of excellence
- Disclosure of the availability of a standard focus on human resources in universities
- Identify the results of job satisfaction for university staff.
- To provide recommendations and proposals documented and derived from the field study to help senior management of Palestinian universities in the application of excellence.
- This study may contribute to drawing the attention of researchers to carry out many studies and researches in modern administrative curricula and apply them to vital sectors such as the higher education sector.

3. RESEARCH OBJECTIVES

In line with the study's questions, the current study seeks to achieve a set of objectives, namely:

1. Contribute to the recognition of the degree of adoption of the standard of leadership, the adoption of the criterion of focus on human resources, the level of job satisfaction in Palestinian universities.
2. Disclosure of the impact of adopting a leadership standard on achieving job satisfaction in Palestinian universities.
3. Know the impact of adopting the leadership standard on adopting the criterion of focus on human resources in Palestinian universities.
4. Identify the impact of adopting the criterion of focus on human resources in achieving job satisfaction in Palestinian universities.
5. Contributing to the disclosure of the intermediate role of the criterion of focus on human resources in interpreting the impact of adopting the criterion of leadership on achieving job satisfaction in Palestinian universities.

4. RESEARCH HYPOTHESIS

Ho 1: There is a statistically significant effect at the level of ($\alpha \leq 0.05$) to adopt the criterion of leadership to achieve job satisfaction in the Palestinian universities.

Ho 2: There is a statistically significant effect at the level of ($\alpha \leq 0.05$) to adopt the criterion of leadership to adopt the criterion of focus on human resources in Palestinian universities.

Ho 3: There is a statistically significant effect at the level of ($\alpha \leq 0.05$) to adopt the criterion of focus on human resources in achieving job satisfaction in Palestinian universities.

Ho 4: There is a statistically significant effect at the level of ($\alpha \leq 0.05$) to adopt the criterion of leadership on achieving job satisfaction in the Palestinian universities with the criterion of focusing on human resources as an intermediate variable in the Palestinian universities.

5. RESEARCH LIMITS AND SCOPE

- **Objective Limit:** The study was limited to revealing the effect of adopting the leadership criterion on achieving job satisfaction with the existence of the criterion of focusing on human resources as an intermediate variable in the Palestinian universities.
- **Spatial Limit:** The application of the study was limited to Palestinian universities (Islamic University, Al-Azhar University, and Al-Aqsa University).
- **Human Limit:** Data were collected from the holders of administrative positions in the universities under study.

6. THEORETICAL FRAMEWORK

First -Leadership Standard:

Leadership is an activity designed to influence individuals in order to collaborate to achieve a common goal. (Al-Kutbi, 2005), where distinguished leaders develop and facilitate the application of vision and mission, develop the values required for long-term success, implement them through appropriate procedures and behavior, and personally participate to ensure that the University's administrative system has been developed and implemented, during the change period, when needed, these leaders can change the direction of the university and inspire others to follow their suit (EFQM, 2013).

This criterion consists of the following sub-criteria:

1. **Leaders develop vision, mission, values and ethics and serve as role models for a culture of excellence, through:**
 - Develop the vision and mission of the university so that it is understood by stakeholders.
 - Values and ethics are developed and configured, communicated and applied at all levels of leadership.
 - The university administration is personally and efficiently involved in the improvement activities both inside and outside the university.
2. **The personal participation of leaders in the continuous development, application and improvement of the university system through:**
 - Support the leadership of the university structure to deliver its policy and strategy.
 - Developing the university leadership for the university's operations management system and its application.
 - Develop university leadership and implement processes: measurement, review, and optimization for a balanced set of results.
3. **Participation of leaders with beneficiaries, partners and community representatives and their interaction through:**
 - The University leadership accepts and understands the needs of students, employees and stakeholders and their expectations.

– Promote leadership: Individuals, teams, and stakeholder groups for their contribution and loyalty.

– Participation of leadership and its interaction in the activities of the University, especially conferences and workshops that promote and support excellence.

4. Supporting and motivating leaders for university staff, and promoting a culture of excellence, through:

– Listen to the leadership of the university effectively and its response to inspire employees at all levels of management.

– Encourage the leadership of the university and help employees achieve their plans and goals.

– To appreciate the leadership of the University for the Efforts of individuals and teams at all levels in time and in the appropriate manner.

5. Leading the process of organizational change, through:

– The management of the university understands the motives for internal and external change, its impact and its justifications.

– The university management understands and supports the changes required in the organizational framework of the university.

– The administration of the university will provide resources and investments that support the process of change.

– University management analyzes the risks associated with the process of change and effective implementation and management of change programs.

Second- Standard focus on human resources:

Human Resources Management (HRM) is the body that handles the most efficient use of human resources at all levels in the organization to contribute to the achievement of the goals (Al-Kutbi, 2005).

The University of Excellence manages the knowledge and potential of its employees and develops them at the individual level, the level of the work teams and the university level, and is interested in communication, reward and appreciation for its employees in a way that motivates them and develops their loyalty to use their skills and knowledge for the benefit of the University (EFQM, 2013).

This criterion consists of the following sub-criteria:

1. Human resources planning, management and improvement, through:

– Develop human resources strategies, policies and plans (staff) at the university.

– Engage staff in developing HR strategies, policies and plans.

– Human resources policies and the organizational structure of the University are consistent with the University's policy and strategy.

2. Determine the continuity and development of knowledge and qualifications of human resources, through:

– Develop employee development and training plans, and use them to ensure that their abilities meet the university's current and future needs.

– Develop, mentor and train employees to help them realize their full potential.

– Help employees improve their performance through assessments and other activities.

3. Share and empower human resources through:

– Delegate adequate staff powers and enable them to complete their work assignments.

– Provide opportunities that stimulate interaction and support creativity and create positive behavior among staff at all levels of the university.

– Encourage employees to work with each other within teams in one field.

4. Reward, appreciation and attention to human resources at the University, through:

– Assess individuals to encourage, empower, and sustain their interaction.

– Provide the University with appropriate levels of benefits (retirement, savings, and health insurance).

– Providing resources and services that meet or exceed systems and labor laws for human resources development.

Third- Job Satisfaction:

Where distinguished universities measure and comprehensively achieve outstanding results in the performance of their employees of academics and administrators, through:

1. Measuring the perception of employees at the university, for example:

– The University provides opportunities for career development and learning for employees.

– University staff feel secure in the job.

– Relations between workers are positive and humane.

– The University has fair and transparent human resources systems.

– Employees are involved in decision-making processes.

– The University appreciates the achievements of the staff.

2. Performance indicators - internal university standards for monitoring, understanding, forecasting and improving staff performance, eg:

– Appreciation of staff efforts and participation in task forces, training and motivation programs.

– Employees have high satisfaction rates at university.

– Employees are provided with convenient services that make them comfortable.

– Workers' productivity is constantly increasing.

7. LITERATURE REVIEW

- Study of (Abu Sultan et al., 2018) aimed to identify the Dominant Pattern 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 workers 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 workers 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, Workplace”. 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 (Almasri et al., 2018) aimed to study The Organizational Structure and its role in applying the Information Technology Used 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 workers 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 Used from the perspective of administrative staff, there is a direct correlation between The Organizational Structure and the Information Technology Used, the role and impact of The Organizational Structure in the nature of the Information Technology Used, 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 Used according to the variable of scientific qualification in The Organizational Structure, while there were no differences in Field of the Information Technology Used, 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 Used 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 Used depending on the workplace variable, the differences in the perception of employees The Organizational Structure and the Information Technology Used 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 Used and 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 the type of communication 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.
- 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, 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, 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 AlAzhar University and Alaqsa 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, work nature, used technology, job performance.

- Study of (Smulowitz, 2015) aimed at identifying the potential impact of performance indicators on the perceived outcome of organizational change to understand differences in stakeholder views. The data were collected by interviewing 32 participants from four departments to support educational services and a group of senior Leadership University. The results indicated that the two implementers failed to assess employee satisfaction, contribute to the implementation process, and performance indicators can be the main vision for successful change efforts.
- Study of (Moradzadeh, 2015), which aimed to identify the feasibility of applying the European model of excellence in higher education institutions. The descriptive method was used in the study. The data were collected from 22 educational zones through a random sample of (345), Middle, managers and staff, in all educational units. The results showed that the institutions of higher education under study applied well the elements of the European model of excellence, and that three main elements influencing the implementation of the criteria of the European model of excellence are the stakeholders, leadership and structure. The results also showed the need to develop a model that takes into account the local culture and other environmental factors and that standards of enterprise enable the results of beneficiaries, employee outcomes, community outcomes, and key performance outcomes.
- Study of (El Talla, 2015) aimed to investigate the reality of the burnout among Gaza electricity distribution company workers, 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 workers 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 workers.

- 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, the dominant pattern of leadership and the extent of participation of workers 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 the dominant pattern of leadership which its degree was high. The orders of scopes were as the following: the dominant pattern of leadership , the organizational structure , and finally the extent of participation of workers 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 the dominant pattern of leadership .

- Study of (Shirvani et al., 2011), which aimed at evaluating the performance of medical science universities based on the European model of excellence. This study was conducted between 2012 and 2011. The study was applied to a sample of 13 universities. The educational work of the nine standards of the model by a radar methodology through the managers who received the training. The results showed that all universities scored higher than 200/1000, while one university obtained 350/1000, and that the differences between the quality criteria and the performance results were between 19.4 and 102.5. The main performance results were higher and the results of the society the results indicated that there are no significant differences between the results and the possibilities and the nine criteria of the model according to the university variable. The study recommended that the Iranian medical universities plan and implement improvement projects for all standards, especially the results criteria.
- A study (Jassim and Hammoud, 2011) aimed at discovering the relationship between the elements of the organizational climate and the management of the university performance through the development of a number of main hypotheses, which states that there is a relationship of significant effect for all elements of the organizational climate in the management of university performance. A sample of (50) faculty members at the University of Muthanna. The study found that there is a relationship between the organizational climate and the management of the university performance, where it was found that there is a relationship of the effect of the elements of the organizational climate in the management of the university performance except the variable participation in decision-making. While the change in the dominant pattern of leadership has the highest level of agreement. The study recommended that the university administration take care of the organizational climate by paying attention to its available elements and not available in the work environment in order to improve performance.
- Study of (Hassan Nasser, 2010), which aimed to identify the dominant pattern of leadership of leadership in Palestinian NGOs, identify their job performance, and identify the nature of the relationship between The dominant pattern of leadership and job performance in Palestinian NGOs. The impact of organizational variables on the employees' estimates of the dominant pattern of leadership and its impact on job performance. The study was conducted on 138 NGOs (340 managers, heads of departments and others). The study concluded that the democratic The dominant pattern of leadership is the most widely used in Palestinian NGOs, followed by the autocratic The dominant pattern of leadership and the latest free style. The results showed that the overall level of job performance was good. The study showed a statistically significant correlation between the democratic dominant pattern of leadership used in Palestinian NGOs and the level of job performance, and the existence of a statistically significant inverse relationship between the democratic leadership pattern employed by Palestinian NGOs and the level of job performance in these organizations. The study concluded with the recommendations of the most important of which is to strengthen the leadership practice of the democratic leadership by working to raise the morale of the employees and to inform them of their importance and the need for the leaders to form teams and give each team the necessary powers, which will lead to increased efficiency and reduce the centrality of decision-making and bureaucracy. And the need to respond to the ability to use the exercise of autocratic style (authoritarian). Photos are as much of the places used as free dominant pattern of leadership. And the needs for the managers of the NGO to explain and clarify the vision of the organization, its values and goals for subordinates.
- A study of (Bahr and Abu Swirih, 2010) aimed of the study was to identify the extent of statistical differences in the attitudes of workers towards the effect of the elements of the organizational climate on the the functional Performance of Administrative Staff 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 there are no statistically significant differences in opinions of individuals the sample on the degree of influence of the elements of the organizational climate on the performance of the administrative staff is due to gender, age, scientific qualification and Workplace.

8. METHODOLOGY OF THE STUDY:

Study Approach: Based on the nature of the study and the objectives it sought to achieve, the study used the analytical descriptive method, which is based on the study of the phenomenon as it exists in fact and is concerned as a precise description and expressed in qualitative and quantitative terms. The qualitative expression describes the phenomenon and clarifies its characteristics. The quantitative expression gives a numerical description Phenomenon or size and degrees of association with other phenomena.

Society and Study Sample: The sample of the study was selected using the method of class randomization as one of

the statistical methods used to be representative of the study society. The study sample was composed of all employees holding managerial positions in the Palestinian universities under study (Islamic University, Al-Azhar University, Al-Aqsa University) According to the rules of scientific research in the selection of samples, where the size of the sample (200) one of the vocabulary of the community, and the questionnaires were distributed manually, where the recovered and valid questionnaires for statistical analysis (182) questionnaire, and a sample survey was selected of (32) employees outside of the study sample, and statistical analysis was carried out to verify the validity and reliability of the questionnaire.

Study tool: To achieve the objective of the study, the current study used a questionnaire as a study tool in the collection of data related to the subject of the study, which was prepared and developed based on the criteria used by the researchers in the literature and previous studies. The questionnaire consist of three areas: : First the field of the leadership standard which contains (16) paragraphs, and the field of human resources standard that contains (12) paragraphs, the area of job satisfaction with (8) paragraphs, and the questionnaire was presented to a group of arbitrators with the competence to guide their views on the appropriate paragraphs of the questionnaire., As well as to make sure the validity and clarity of the language. The five-point Likert scale was used to mean the degree of improvement (very large - 5 degrees, large - 4 degrees, medium - 3 degrees, low - 2 degrees, very low - one degree).

Statistical Processes: The statistical methods of Social Sciences (SPSS) were also used. Macro Process v2.15 was also used. The following statistical methods were used: percentages, frequencies, arithmetic mean, Cronbach's Alpha test,), Kolmogorov-Smirnov Test, Pearson Correlation Coefficient, T-test, Simple Linear Regression, Multiple Regression, Path Analysis.

Validity the study tool: The validity of the study instrument was verified by using the internal consistency method to measure the correlation strength between the scores of each area of the field with the total score of the field to which it belongs. The results indicated that the first field, the "driving standard," was directly correlated with all the paragraphs it measured, the correlation between (0.601 - 0.852), and the second field, the "concentration criterion on human forces" is directly correlated with all the paragraphs that measure it. The correlation coefficients ranged between (0.469 - 0.902), while the third area of "job satisfaction" is directly correlated

with all the paragraphs that measure it. The correlation coefficients ranged from (0.674 to 0.890), all of which are statistically significant ($\alpha = 0.01$). It is internally consistent with the area it measures, which is fundamental in its measurement.

Stability of the study instrument: The stability of the study tool was verified by the Cronbach's Alpha Coefficient. The results which were shown in the previous table demonstrate that the value of the Cronbach coefficient was high for all areas of the study instrument, ranging from 0.921 to 0.950. Alpha Cronbach value was between (0-1) and the closer to the one indicated the existence of high stability and the closer to zero indicated the lack of stability, which means that the questionnaire has a high stability.

Table 1: Stability of the study instrument

No.	Dimension	No. Of Items	Cronbach's Alpha
1.	Leadership Standard	16	0.950
2.	Focus on human resources Standard	12	0.927
3.	Job Satisfaction	8	0.921

Natural distribution test (Kulmgrove-Smernov test)

The researchers used the Kulmgrove-Smarnoff test to determine whether the data follow normal distribution or not, a necessary test in the case of hypothesis testing, since most laboratory tests require that data be distributed naturally. The following table shows the results of the test where it was found that the value of the significance level for each field is greater than 0.05 (sig.> 0.05). This indicates that the data follow the normal distribution and the parametric tests should be used.

Table 2: Natural distribution test

No.	Dimension	Sig.
1.	Leadership Standard	0.772
2.	Focus on human resources Standard	0.925
3.	Job Satisfaction	0.703

ANSWER THE STUDY QUESTIONS AND TEST HYPOTHESES:

Answer the study questions:

The main axes of the study were analyzed by calculating the arithmetic averages, percentages and T test of the sample per axis.

Table 3: Results of analysis of the basic dimensions of the study

No.	Dimension	Mean	S. D.	T – Test	Sig.	%
1.	Leadership Standard	3.647	0.602	14.483	0.000	72.93 %
2.	Focus on human resources Standard	3.528	0.707	10.081	0.000	70.56 %
3.	Job Satisfaction	3.461	0.763	8.145	0.000	69.22 %

It is clear from the previous table that the level of adoption by the Palestinian universities for the driving standard was very high, with an average of 3.647 and a percentage of 72.93%. The standard deviation indicates that the respondents' responses were not significantly different and were close to their arithmetic mean, (0.602). The level of adoption by the Palestinian universities for the criterion of focus on human resources came to a great extent, with an average of 3.528 and a percentage of 70.56%. The standard deviation indicates that the respondents' responses were not significantly different and were close to their arithmetic mean where the deviation reached (0.707). Finally, the results showed that the level of job satisfaction in the Palestinian universities studied was medium, with an average of (3.461) and a percentage of (69.22%). The standard deviation indicates that the respondents' response was not very different; the mean deviation was (0.763).

9. TEST HYPOTHESIS OF THE STUDY:

In order to test hypotheses (I, II, and III), simple linear regression was performed. The F test was used to identify the significance of the model as a whole. The ability of the model to interpret the relationship between independent variables and dependent variables was used. For Beta parameters, it was used to determine the expected change in the dependent variable Because of the change in one unit of the independent variable. The data were also confirmed to be suitable for the regression analysis assumptions by the absence of a multiple linear correlation between the independent variables "Multi-Collinearity" given the variance inflation factor (VIF) and Tolerance test for the independent variables, and the results indicate that there are no problems related to the existence of high correlation between the independent variables.

First - result of the first hypothesis which states

Ho 1: There is a statistically significant effect at the level of ($\alpha \leq 0.05$) to adopt the criterion of leadership to achieve job satisfaction in the Palestinian universities.

The results shown in Table (4) revealed that the value of F for the full model was (161.370) and the probability value (0.000) which is statistically significant at ($\alpha \leq 0.05$) indicating the significance of the model as a whole. Where the value of the R2 reached (47.3%), indicating that 47.3% of job satisfaction is due to the adoption of the driving standard in the universities in question. The rest is due to other variables that affect the overall performance. The correlation coefficient value (0.688), indicating a strong positive correlation.

Table 4: Result of the first hypothesis test

Dimension	Job Satisfaction		
	Beta	T- Test	Sig.
Leadership	0.871	12.703	0.000
R	R Square	F Change	Sig. F Change

0.688	0.473	161.370	0.000
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And the value of the coefficient of Beta (0.871), and the value of (T-Test) (12.703) and the value of the statistical significance Sig (0.000) which is a statistical value at the level of significance ($\alpha \leq 0.05$), and thus first hypothesis can be accepted: A statistically significant effect at the level of ($\alpha \leq 0.05$) to adopt the criterion of leadership to achieve job satisfaction in Palestinian universities. "The researchers argue that the presence of a conscious and supportive university leadership and humane treatment of employees necessarily creates job satisfaction and increases the level of job performance.

Leadership is the starting point for quality and excellence. Leadership in support of this approach helps universities move forward towards excellence. This is confirmed by the results of the Badri and Selim (2006) study, which noted that "the leadership standard was defined as the leader of all components of the excellence model."

Second- Result of the second hypothesis which states

Ho 2: There is a statistically significant effect at the level of ($\alpha \leq 0.05$) to adopt the criterion of leadership to adopt the criterion of focus on human resources in Palestinian universities.

The results shown in Table (5) revealed that the value of (F) for the full model was (256.666) and the probability value (0.000) which is a statistically significant value at ($\alpha \leq 0.05$) indicating the significance of the model as a whole. Where the value of the R2 reached (58.8%), indicating that (58.8%) of the adoption of the criterion of focus on human resources is due to the adoption of the Palestinian universities to the standard of leadership and the rest is due to other variables, and the value of correlation coefficient of the model amounted to (0.767) demonstrating a strong positive relationship.

Table 5: Result of the second hypothesis test

Dimension	Focus on human resources Standard		
	Beta	T- Test	Sig.
Leadership	0.899	16.021	0.000
R	R Square	F Change	Sig. F Change
0.767	0.588	256.666	0.000

And the value of the (Beta) (0.899), and the value of (T-Test) (16.021) and the value of the statistical significance Sig (0.000) which is a statistical value at the level of significance ($\alpha \leq 0.05$), and from the second can accept the second hypothesis: "There is a statistically significant effect at the level of ($\alpha \leq 0.05$) to adopt the criterion of leadership to adopt the criterion of focus on human resources in Palestinian universities." This is because the university leadership provides an appropriate focus on human resources and university staff through human resource planning, management and improvement, identification and

development of knowledge and human resource qualifications, human resource participation and empowerment, and reward, appreciation and attention to human resources at the university.

This finding is in line with the findings of a study (Balzer, 2015) in his study of the need to improve leadership awareness, understanding and support for agile higher education institutions. Therefore, the university departments and their leaders should be the first building blocks on the way to build a distinguished university. It is a good role model for the employees, which has a clear and strong strategy in this direction. It also possesses the human and material resources to support and build the culture of excellence.

Third- Result of the third hypothesis which states

Ho 3: There is a statistically significant effect at the level of ($\alpha \leq 0.05$) to adopt the criterion of focus on human resources in achieving job satisfaction in Palestinian universities.

The results shown in Table (6) revealed that the value of (F) for the full model was (284.981), and the probability value (0.000) was a statistically significant value at ($\alpha \leq 0.05$) indicating the significance of the whole model. Where the value of the R² reached (61.3%), indicating that (61.3%) of job satisfaction is due to the adoption by Palestinian universities of the criterion of focusing on human resources and the rest due to other variables. The correlation coefficient of the model was (0.783) demonstrating a strong positive relationship.

Table 6: Result of the third hypothesis test

Dimension	Job Satisfaction		
	Beta	T- Test	Sig.
Focus on human resources	0.845	16.881	0.000
R	R Square	F Change	Sig. F Change
0.783	0.613	284.981	0.000

And the value of the (Beta) (0.845), and the value of (T-Test) (16.881) and the value of statistical significance Sig (0.000) which is a statistical value at the level of significance ($\alpha \leq 0.05$), and from the former can accept the third hypothesis: "There is a statistically significant effect at the level of ($\alpha \leq 0.05$) to adopt the criterion of focus on human resources in achieving job satisfaction in Palestinian universities." The

Table 7: Result of the fourth hypothesis test

Dimension	Job Satisfaction		
	Beta	T- Test	Sig.
Leadership	0.268	2.998	0.003
Focus on human resources	0.670	8.778	0.000
R	R Square	F Change	Sig. F Change
0.795	0.631	153.305	0.000

researchers attributed this to the attention and focus on workers and the measurement of their perception of work at the university leads to the creation of functional satisfaction by providing University opportunities for career development, learning for employees, the sense of university staff security of the job, and become relations between the And humanitarian workers as positive. The appreciation the efforts of workers and their participation in working groups, training programs and creates motivation among workers satisfaction rates are high for work at the university.

This conclusion is consistent with (Raharjo, 2015) in his study that "the standard of human development in the Swedish model of excellence was the driving force of quality standards," and therefore universities wishing to achieve excellence should increase their attention to human resources, Universities are service organizations by nature, and therefore their product is the educational services and supporting processes provided by the human resources in the universities to students and beneficiaries.

Fourthly- Result of the fourth hypothesis which states

Ho 4: There is a statistically significant effect at the level of ($\alpha \leq 0.05$) to adopt the criterion of leadership on achieving job satisfaction in the Palestinian universities with the criterion of focusing on human resources as an intermediate variable in the Palestinian universities.

In order to reveal the role of the mediator to adopt the focus on the resources between the adoption of the leadership standard and its impact on the achievement of job satisfaction was used Path analysis, where the initial verification of some preconditions to test the role of the mediator of the variable, which is the significance tests for the previous three assumptions, which confirmed its significance as it indicated all the tests as a statistical function at the level of significance ($\alpha \leq 0.05$), After checking the previous conditions, the overall effect on the model is divided into two main parts that can be presented as follows:

1. A direct effect of the independent variable on the dependent variable.
2. Indirect effect of the independent variable on the dependent variable with the existence of the intermediate variable. The indirect effect is tested using the Sobel test, until the mean variable is determined for the relationship between the independent variable and the dependent variable.

Effect Size Measurement				
	Effect Size	Test Value	Sig.	
Total Effect	0.871	T	12.703	0.000
Direct Effect (c')	0.268	T	2.998	0.003
Indirect Effect (ab)	0.603	Sobel (z)	7.687	0.000
ab/c	0.692			
ab/c'	2.245			

The results indicated that the value of (F) of the model was (153.305), and the probability value (0.000) was a statistically significant value at ($\alpha \leq 0.05$) indicating the significance of the model as a whole. The results revealed that the introduction of the criterion of concentration on human resources in addition to the criterion of leadership (as independent variables) in the model led to an increase in the explanatory capacity of the model, with the value of the coefficient of selection (63.1%) increased by (15.8%), The effect of a total effect of (87.1%) was statistically significant at ($\alpha \leq 0.05$) and the direct effect on job satisfaction (26.8%) was a statistically significant value at ($\alpha \leq 0.05$) The indirect effect (60.3%), which represents (69.2%) of the total effect, is a statistical function at the level of significance ($\alpha \leq 0.05$). In view of the direct and indirect impact of the study, it is clear to the researchers that the criterion of focusing on human resources partially mediates the relationship between adopting the criterion of leadership and achieving job satisfaction in Palestinian universities.

This result indicates the importance of the criterion of focus on human resources and the need for a university leadership supportive of workers and their rights in order to create a functional satisfaction reflected positively on the overall performance of the University.

10. RESULTS

The study reached a number of results, the most important of which are:

- The level of adoption by the Palestinian universities of the driving standard was significantly higher (72.93%).
- The level of adoption by Palestinian universities of the criterion of focus on human resources came to a great extent, and by percentage (70.56%).
- The level of job satisfaction of the employees in the Palestinian universities studied was very high, with a percentage of (69.22%).
- The results showed that 47.3% of the job satisfaction was due to the adoption of the driving standard in the universities in question. The rest is due to other variables that affect the overall performance. The correlation coefficient value (0.688), indicating a strong positive correlation.
- (58.8%) of the adoption of the criterion of focus on human resources is due to the adoption of the

Palestinian universities to the standard of leadership and the rest is due to other variables, and the value of The correlation coefficient of the model was (0.767) indicating a strong positive relationship.

- The results showed that (61.3%) of job satisfaction was due to the adoption by the Palestinian universities of the criterion of focusing on human resources and the rest due to other variables, and the value of The correlation coefficient of the model was (0.783) indicating a strong positive relationship.
- There is a statistically significant impact on the adoption of the leadership criterion on improving the overall performance in the existence of knowledge and information management as an intermediate variable in the Palestinian universities. The results showed that the knowledge and information management standard partially mediates the relationship between adopting the strategy standard and improving overall performance in Palestinian universities.
- There is a statistically significant effect at the level of ($\alpha \leq 0.05$) to adopt the criterion of leadership on achieving job satisfaction in Palestinian universities with the criterion of focusing on human resources as a mediator variable in Palestinian universities. "The introduction of the criterion of focus on human resources in addition to the criterion of leadership (63.1%), an increase of 15.8%. The results of the effect size revealed a total effect of (87.1%), and the direct effect on satisfaction (26.8%), while the indirect effect (60.3%) (69.2%) of the overall impact. Given the significance of both direct and indirect impact, it is clear to researchers that the criterion of focusing on human resources partially mediates the relationship between adopting the leadership criterion and achieving job satisfaction in Palestinian universities.

11. RECOMMENDATIONS

- Increased attention to the application of the leadership standard as a basic guide to excellence in universities.
- Developing human resources in universities and increasing the focus on them.
- Work to create job satisfaction among university staff by creating a positive atmosphere and providing them with physical and moral motivation.

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