

## Measuring the Dominant Pattern of Leadership and Its Relation to the Functional Performance of Administrative Staff in Palestinian Universities

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### ABSTRACT

The study aimed at measuring the dominant pattern of leadership and its relation to the performance of the administrative staff in the Palestinian universities. The study community consists of all the administrative staff from Al-Azhar University and the Islamic University, and through the census of the study society it was found to consist of (655) administrative staff. In order to achieve the objectives of the study, the researchers used the method of random sample in the study, and the study was conducted on a sample of (221) administrative staff of the surveyed universities and the response rate was (82.35%).

The study found that there is a high degree of satisfaction with the Dominant Pattern of Leadership in the Palestinian universities in Gaza Strip from the point of view of the administrative staff, which reached (71.67%). There is a high level of performance from the point of view of administrative staff, with a percentage of (82.53%). There is a direct correlation between the dominant pattern of leadership and the functional Performance of Administrative Staff, the absence of differences between the sample according to the gender variable in their perception of the dominant pattern of leadership and the functional Performance of Administrative Staff, the absence of differences in the perception of employees of the dominant pattern of leadership and the functional Performance of Administrative Staff depending on the age variable. There are differences of statistical significance according to the variable of scientific qualification in the Dominant Pattern of Leadership, while there were no differences in performance, the differences in the dominant pattern of leadership 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 of the dominant pattern of leadership and the functional Performance of Administrative Staff depending on the variable years of service, the absence of differences in the perception of employees of the dominant pattern of leadership and the functional Performance of Administrative Staff depending on the variable level of career (Director, Head of Department, and Administrative Officer). There were differences in the perception of workers to the dominant pattern of leadership depending on the variable of the workplace, where there were differences in favor of workers in deanships and colleges compared with the workers in the technical departments. While there were no differences in job performance according to the workplace variable, the existence of differences in the perception of workers to the dominant pattern of leadership depending on the university in which they work in favor of the Islamic University and the absence of differences in performance between the Islamic University and Al-Azhar University.

The study reached a number of recommendations, the most important of which is that the interest of the managements of the Palestinian universities in improving the dominant pattern of leadership, to give universities the opportunity to participate in decision-making, the continued administration of universities interest and continuous improvement of the performance of its employees, enhance the periodic evaluation of job performance and to inform employees and express their opinion, solving workers' problems and giving them the opportunity to contribute to solving their own problems, the use of the staff rotation method periodically and strengthening the democratic the dominant pattern of leadership and empowering university staff.

**Keywords:** *The dominant pattern of leadership, Job Performance, Administrative Staff, Al-Azhar University, Islamic University, Palestinian Universities, Gaza Strip, Palestine.*

### 1. INTRODUCTION

The success of the institutions in achieving their objectives and mission is related to how the leader manages, the dominant pattern of leadership he exercises, and the successful leadership qualities that are in his personality and his ability to employ his potential for constructive work in order to build positive human relations among the employees, the university administration, like the other administration, has received great attention in contemporary societies because of the important role it plays in achieving the goals of the country and society in progress, prosperity and development (Al Shobaki et al.,

2017), (Al Shobaki et al., 2016), (El Talla, 2015), (Abu-Naser et al., 2016) and (Abu Amuna et al., 2017).

The human resource is one of the most valuable resources in the institutions, because of the role it plays in the life of these institutions in terms of success, efficiency, survival and growth. In addition, it is the most complex resource as it is subject to many internal and external influences. Human behavior studies in institutions have received interest from management researchers by studying the behaviors and attitudes of employees and their performance, the impact of environmental variables on their behavior, and their impact on the performance and effectiveness of the organization, the human resource, like

other resources, to an administrative leadership able to benefit and maintain these resources, especially based on the various current transformations, characterized by rapid developments and changes in various fields. Administrative leadership is the focus of activities in all institutions. The leader's the dominant pattern of leadership is one of the key factors for the success or failure of an organization. It influences the behaviors of employees in their formal and informal roles (Al Shobaki et al., 2018), (Al Shobaki et al., 2017), (El Talla et al., 2018), (Abu-Naser et al., 2018) and (Abu Amuna et al., 2018).

Leadership is of a complex nature. It includes many aspects such as motivation, vision, communication and decision making (Taha, 2008). Leadership is one of the most effective tools of guidance. It is the primary means by which the manager can spread the spirit of corruption among the staff of Al- Nahass, 2009). Where the leadership, both in the private sector or the public sector of the main functions of the processes of guidance and development and modernization in the performance of enterprises and an important component to activate the ability of organizations to perform its role and achieve its objectives. Leadership behavior and trends are an important indicator of what kind of efforts are being made to improve performance and develop organizations and human resources (Abu Al-Nasr, 2009).

The leadership styles of universities differ in terms of the values they satisfy. There is a democratic leadership that is keen on human relations, involves decision makers, and seeks to create the atmosphere to motivate employees to do their utmost to achieve the desired goals. There is the autocratic leadership that is very interested in doing work and tyranny in opinion The centralization in decision-making and the use of methods of directing business by orders, and this behavior built on several values directed this individual made him a dictatorial leader, and there is the leadership of the shift, which is keen to give employees a degree of freedom in the exercise of their work leave all responsibilities for them (Jouhar, 1984). This confirms that university leaders do not have a single pattern of management, but each behaves differently from the other because they are different in their personal and professional dealings and in their administrative procedures and methods according to their educational philosophies on the one hand and different preparation and training and the breadth of their experience and their view of management on the other (Al-Shibani, 1992).

Although the success of the institution in achieving its objectives and mission is linked to how the leader and the leadership, which is the factor is the main axis of the educational process, so the subject of the effectiveness of workers has captured the interest of researchers in administrative sciences because of the prominent impact on their behavior and performance and productivity at work, The study (Al-Sheikh and Salama, 1982) has shown that the institution cannot fully perform its mission unless the workers are satisfied with their work. AL-Mufidi and Al

Naji (1990) noted that the most satisfied workers tend to achieve high levels of productivity.

The challenges facing the human being are getting worse day by day, especially in light of the technological progress and the information revolution. If these changes and challenges are to be kept up to date, continuous knowledge and training are the real experience, especially as they contribute strongly to the participation of successful leaders capable of managing change, and innovation (Al-Ajami, 2010).

Universities are a good example of organizations that need a good the dominant pattern of leadership in order to improve the performance of their employees so that they can carry out their vital function of society. In this sense, the present study came as the researchers seek to measure the dominant pattern of leadership and its relation to the functional Performance of Administrative Staff in Palestinian universities in Al - Azhar University and the Islamic University.

## 2. PROBLEM STATEMENT

Leadership is an important focus of various activities in both public and private organizations. In light of the growing organizations, their size, complexity and complexity, there is an urgent need for change and appropriate development in a way that ensures continuity and excellence. It has the leadership skills that enable it to move efforts and channel energies to achieve the best level of achievement (Al Shobaki et al., 2017), (Al Shobaki et al., 2016), (Al Shobaki et al., 2018), (El Talla et al., 2017), (Abu-Naser et al., 2016) and (Abu Amuna et al., 2017).

The identification of the factors that affect the performance of employees in the institution in a positive or negative is the responsibility of officials in the management of any institution and the neglect of recognition or seek to improve the characteristics of the institution that distinguish them from others is one of the causes of management problems, It is necessary to measure the dominant pattern of leadership and its relation to the job performance of the administrative staff in the Palestinian universities, where the problem of research is represented by answering the following questions:

**Q1-:** what is the level of satisfaction with the dominant pattern of leadership in the Palestinian universities in the Gaza Strip?

**Q2-:** What is the level of job performance prevailing in the Palestinian universities in the Gaza Strip?

**Q3-:** Is there a relationship between the dominant pattern of leadership and management in the Palestinian universities in the Gaza Strip?

## 3. RESEARCH OBJECTIVES

This study aims to achieve the following objectives:

- To shed light on the prevailing pattern of leadership in the Palestinian universities in the Gaza Strip.
- Identify the level of job performance in the Palestinian universities in the Gaza Strip.

- Analysis of the relationship between the dominant pattern of leadership and level of the functional Performance of Administrative Staff.
- Identify the level of performance of Palestinian university staff in the Gaza Strip and the leadership pattern with demographic characteristics (gender, age, qualification).
- Identify the level of performance of Palestinian university workers in the Gaza Strip and the Dominant Pattern of Leadership in terms of functional characteristics (years of service, level of work, and Workplace).
- To identify the most important differences in the performance of the dominant pattern of leadership between the universities of Al-Azhar and Islamic.
- Providing suggestions and recommendations the management of Palestinian universities in the Gaza Strip and all departments working in the field of education helps to improve and improve the performance of employees.

#### 4. RESEARCH IMPORTANCE

The importance of the study is shown by the benefit that will be given to:

- That it may help decision makers and human resources managers in Palestinian universities in the Gaza Strip to identify the dimensions of the relationship between the dominant pattern of leadership prevailing in the universities and the level of performance of the staff, correcting what needs to correct or strengthen what is positive.
- In addition to this vital field of research, it is one of the important areas that dealt with the concept of human resources performance and its need for development at the present time as a result of the tremendous developments in different fields and facing the need of organizations of human competencies that help solve the problems they face in order to achieve their objectives.
- It tackled an important subject of organizational behavior, namely, the dominant pattern of leadership, and its vital role in influencing many other variables within the organization that are relevant to individuals, primarily job performance.
- Because universities are affected by the quality and effectiveness of their human resources, and an important part of these resources is administrative staff, so more attention should be paid to them so that they can achieve their goals and objectives.

#### 5. RESEARCH HYPOTHESIS

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

**Ho 1:** There is a statistically significant relationship between the dominant pattern of leadership in the university and the performance of its administrative staff.

**Ho 2:** There are statistically significant differences in the dominant pattern of leadership and performance of administrative staff in universities.

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

**Ho 2-1:** There are statistically significant differences in the dominant pattern of leadership and performance of the administrative staff in the universities due to demographic variables (gender, age, qualification).

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

- There are statistically significant differences in the dominant pattern of leadership and performance of administrative staff in universities due to the gender variable.
- There are statistically significant differences in the dominant pattern of leadership and performance of administrative staff in universities due to the variable age.
- There are statistically significant differences in the dominant pattern of leadership and performance of administrative staff in universities due to the variable of scientific qualification.

**Ho 2-2:** There are statistically significant differences in the dominant pattern of leadership and performance of administrative staff in universities due to the organizational variables (years of service, level of work, and Workplace).

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

- There are statistically significant differences in the dominant pattern of leadership and performance of administrative staff in universities due to variable years of service.
- There are statistically significant differences in the dominant pattern of leadership and performance of administrative staff in universities due to the variable level of employment.
- There are statistically significant differences in the dominant pattern of leadership and performance of administrative staff in universities due to the variable of the workplace.

**Ho 2-3:** There are statistically significant differences in the dominant pattern of leadership and performance of administrative staff in universities between Al-Azhar and Islamic universities.

#### 6. RESEARCH VARIABLES

- **Independent variable:** the Dominant Pattern of Leadership
- **The dependent variable:** The functional Performance of Administrative Staff
- **Demographic and organizational variables** (gender, age, academic qualification, years of service, job level, workplace, university).

#### 7. RESEARCH LIMITS AND SCOPE

- **Objective Limit (academic):** The study was limited in its objective to study Measuring the Dominant Pattern of Leadership and Its Relation to the functional

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- **Human Limit:** This study is limited to the responses of administrative staff.
- **Institutional Limit:** The study was conducted on the two universities (Islamic, Al-Azhar).
- **Time Limits:** This study was implemented in 2018 and therefore represents the reality at this time.

## 8. RESEARCH TERMINOLOGY

- **Leadership style:** Leadership and its patterns have a significant impact on the dynamics of the group and the activity of the organization and in creating the human interaction necessary to achieve the goals of the individual and the organization. The human interactions are characterized by many types of interaction between the individual and other individuals, and the achievement of the goals to be achieved, and lies the essence of the process of leadership in the individual's own abilities through which they influence the behavior and feelings of a group of other individuals (Hamoud, 2002).
- **The functional Performance of Administrative Staff:** The researchers' definitions of performance have varied. Andrewd defined performance as "an interaction of an employee's behavior, and that behavior is determined by the interaction of his effort and his ability." (Bajaber, 1994). Job performance is defined as "the net effect of an individual's efforts that begins with abilities and perceives the role and tasks that go to the degree of achievement and completion of tasks for the individual's job" (Al-Louzi and Zahrani, 2012). Hilal defines job performance as the employee's performance of his duties and responsibilities assigned to him by the organization or the entity to which his job relates, and the results achieved by the employee in the organization (Hilal, 1996). Haynes also defined performance as "the output achieved by an employee when doing any business" (Al-Madi, 1995). Performance is defined as objective functional behavior, not only as a result of forces and pressures emanating from within the individual, but as a result of interaction and harmony between the individual internal forces and the external forces surrounding it (Hilal, 1996). Performance is therefore a result of the interaction between three main determinants: motivation, climate, working environment, and ability to do work (Al-Shaikh, 2001).

## 9. LITERATURE REVIEW

- Study of (Ahmed et al., 2018) aimed to examine the Information Technology used and its effect on the nature of the work of the administrators at Al-Azhar University in Gaza. The researchers used the analytical descriptive method through a questionnaire randomly distributed among the employees of Al-Azhar University in Gaza. The study was conducted on a sample of 77 employees the response rate was 92.20%.

The study reached a number of results, the most important of which is that there is a high degree of Information Technology Used at Al-Azhar University-Gaza from the point of view of the administrative staff, where the percentage (74.14%). And that there is a high level of the prevailing the Nature of Administrators Work from the point of view of administrative staff, where the percentage (72.14%), there is a direct correlation between the Information Technology Used and the Nature of Administrators Work, there is a statistically significant effect of the Information Technology Used on the Nature of Administrators Work at the university, the absence of differences between the sample according to the variable (gender and variable age) in their perception of the Information Technology Used and the Nature of Administrators Work, there are differences of statistical Sig. in the perception depending on the variable of scientific qualification in Field of the Nature of Administrators Work, while there were no differences in Field: technology used, the differences in the Nature of Administrators Work according to the scientific qualification were in favor of those who obtained the diploma degree compared to postgraduate studies, the absence of differences in the perception of employees of the Information Technology Used and the Nature of Administrators Work according to the variable years of service, and the variable level of employment (manager, head of department, administrative officer), and the change of the workplace. The study reached a number of recommendations, the most important of which is the necessity of giving universities the opportunity to participate in decision-making, the continued administration of universities interest and continuous improvement of the performance of its employees, the need to strengthen the periodic evaluation of job performance and to inform the employees and to express their opinion, the importance of solving the problems of Employees and giving them the opportunity to contribute to solving their own problems, the need to use the method of rotation of employees and periodically, and the importance of strengthening the democratic the dominant pattern of leadership and empowering university staff.

- Study of (FarajAllah et al., 2018) aimed to know the relationship between the nature of the work and 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. And the absence of differences in the perception of the Employees of the nature of The Organizational Structure and the participation of decision-making staff according to the variable years of service, the variable level of employment (manager, head of department, administrative officer), the variable of the workplace, and there are differences in the perception of the Employees of the nature of The Organizational Structure and the participation of decision-making personnel depending on the university in which they work in all areas. And that there are significant differences between the Islamic University and Al-Azhar University in The Organizational Structure, the extent of the participation of decision-making personnel, in favor of the Islamic University. And that there are statistically significant differences between Al-Azhar University and Al-Aqsa University in the extent of the participation of decision makers in favor of Al-Azhar University. The study reached a number of recommendations, the most important of which is that the management of the Palestinian universities in Gaza Strip in general, and the Al-Aqsa and Al-Azhar Universities should be particularly interested in providing an appropriate and flexible The Organizational Structure. There is a need for the universities to have the opportunity for Employees to participate in decision-making, the importance of continuing the managements of the universities interest and continuous improvement of the performance of its Employees, the need to solve the problems of Employees and give them the opportunity to contribute to solve their own problems, the use of the staff rotation method periodically, and strengthening the democratic the dominant pattern of leadership and empowering university staff.

- Study of (Almasri et al., 2018) aimed to study The Organizational Structure and its role in applying the Information Technology 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 (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 (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 (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 (Al-Louzi and Zahrani, 2012) aimed at identifying the factors affecting the performance of employees in the Emirate of Baha and determining the most influential in the performance of the job, as well as determining the impact of the difference of these factors according to the demographic factors of the workers (age, type of employment,). Using the comprehensive survey method. The study found a significant correlation between the independent variables combined (work environment, job communication, incentives, training, management leadership) and job performance, as well as the existence of a positive relation between a factor on one

hand and job performance. The results also showed significant differences the results did not show significant differences in the effect of organizational factors on job performance due to social status and age. The study recommended the need to provide a working environment with standard specifications, and to activate the organizational communication, and the diversification of programs of incentives material and moral, because of their impact on the performance of the job.

- 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.
- 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.

- Study of (Al-Batoush, 2007) The aim of this course is to understand the impact of the organizational climate on the performance of employees in the Jordan Free Zones Corporation, the relation of the organizational climate, and the performance of the employees with some personal characteristics and career characteristics. The study found a number of results, the most important of which were: The incentives were the first place in terms of the dimensions of the other organizational climate in the Jordan Free Zones Corporation, while the organizational structure was the lowest level, and the managers of the Free Zones Authority did not delegate the powers at the required level. Decisions made at the Jordan Free Zones Corporation are not always made by qualified persons who are related to the subject matter of the decision. The degree of consistency of the organizational structure with the nature of the work and functions of the Jordan Free Zones Corporation is unsatisfactory, (Organizational structure, communication, human resource development) and the performance of employees in the Free Zones Corporation. There is no statistically significant effect between the organizational climate (work systems and procedures, decision making, incentives) and the performance of

employees in the Free Zones Corporation, and showed the existence of differences of statistical significance in the organizational climate attributed to the job title, and for the benefit of managers and heads of departments. While there are no differences due to personal and functional characteristics (age, academic qualification, specialization, number of years of service). There were also statistically significant differences in the performance of the employees due to the job title and the benefit of the managers. While there are no differences due to personal and functional characteristics (age, academic qualification, specialization, number of years of service in the institution).

- Study of (Al-Shanti, 2006) Which aimed to identify the extent of the impact of the organizational climate dimensions prevailing in the ministries of the Palestinian National Authority on the performance of human resources, and the assessment of the organizational climate in these ministries as well as to identify the level of performance of human resources. The results of the study were the most important: the attitudes of the sample towards the prevailing organizational climate positive trends, the positive impact of the organizational climate prevailing in the Palestinian ministries on the performance of human resources and that this climate leads to improved performance. It also showed that there is a defect in the organizational structure of the ministries and the methods and methods of decision-making and the disproportionate nature, functions and duties of the jobs occupied by the employees with the scientific qualifications and disciplines obtained.
- Study of (Fill, 2005) the study aimed at examining the relationship between the characteristics of the organizational climate and the functional combustion among faculty members. The study sample reached (103) members. The results showed statistically significant differences among the respondents in their understanding of the relationship between the organizational climate and the functional combustion due to personal variables that include age, specialization, and years of service, training courses, income and academic level.
- Study of (Aldqas, 2005) Which aims to identify the attitudes of employees towards the organizational climate in the Jordanian company for the production of medicines, by answering several questions about the organizational climate, which consists of six dimensions: administrative organization, personnel behavior, decision-making, A random sample of (110) individuals representing the studied society was selected. In order to achieve the objectives of the study, a questionnaire was developed containing (30) paragraphs for the dimensions of the organizational climate. The results of the study showed that the organizational climate prevailing in the company is positive for all its dimensions from the point of view of

the employees. The results showed that there are statistically significant differences in the attitudes of the employees toward the organizational climate due to certain qualitative variables of the employees such as gender, social status and age. On the importance of positive organizational climate in order to achieve the objectives of institutions and employees, and to pay attention to the development of the workforce to improve the efficiency of its performance and enhance its role in the production process.

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

## 10. RELATED WORK

### First- The dominant pattern of leadership

The type of administrative interaction and the authority exercised by senior management play an essential role in this regard. The centrality of dealing with individuals is often characterized by a spirit of arbitrariness and inflexibility, which is tedious and tedious in dealing with it, unlike decentralization in the implementation of the Authority. It is often flexible and participatory making decisions that contribute to processes of creativity and innovation (Hamoud, 2002).

Leadership is defined as "the process of influencing subordinates", such as dictatorship or autocracy, characterized by centralization, authoritarianism, punishment, declining communication or one direction, which limits the exchange of views, ideas, participation, creativity, and democratic leadership or decentralized participation and delegation of authority. In both directions, and reward which encourages interaction and creative ideas and creativity (Al-Emian, 2005). The essence of the process of leadership lies in the individual's self-abilities through which he influences the behavior and feelings of a group of other individuals. In his leadership role, the leader has the ability to influence others and direct their behavior toward achieving goals (Hamoud, 2002).

Although the creativity of the leaders themselves helps create and create new products, services and methods for the organization, the most important is their subordinates imitating them in creativity, because the innovation of new products, services and tools is more effective at the level of individuals and workers in production lines than senior management (Jad Al-rab, 2013). In order to improve performance and organized innovation, leaders can follow the following steps (Jad Al-rab, 2008):

- Provide high levels of expertise.
- Focus on intrinsic motivation to perform tasks.
- Eliminate the restrictions on subordinates.
- Shorten and reduce the evaluation process of solutions provided.
- Provide a brainstorming atmosphere.
- Support the ability of the community to bear the risk of creative thinking.

An effective leadership style plays an essential role in achieving the objectives efficiently and effectively. The administrative leadership, which adopts a humanitarian philosophy based on participation in decisions and policies and procedures. Etc. will enhance confidence in the employees and stimulate their state of allegiance and organizational affiliation and create dimensions of psychological stability.

#### **Second- The functional Performance of Administrative Staff:**

The subject of job performance is one of the most important topics which is of great interest to organizations and administrative thinkers, where it is constantly researching solutions to the problems related to job performance and its causes, as it is the means to achieve the objectives of the organization and the organizations are still in the process of developing their performance. Design their organizational structures, engage their staff in policy and objectives development, and improve communication, in order to improve their performance. The subject of performance has raised the interest of researchers and practitioners in the field of management. There have been many researches and studies around it, and they are interested in defining the concept of performance and its components, and this concept is accompanied by a mixture of other concepts of the corresponding concepts (Al Shobaki et al., 2018), (El Talla et al., 2018), (Abu-Naser et al., 2018) and (Abu Amuna et al., 2018).

The organizations are now looking at defining the concept of performance management as one of the most important duties of management and focused on research and application on trying to identify the reality of performance and knowledge of the factors that determine it and affect in order to identify the imbalance and work to correct it in order to achieve the required performance levels, since the performance of their management is a reflection of individual performance within it (Al-Shanti, 2006).

The concept of performance in language refers to work, achievement or implementation, and performance is the act or activity that has been accomplished. Performance is an

effort made by an individual to accomplish a particular job. The functional Performance of Administrative Staff is intended to carry out the responsibilities of the job according to the required rate of the employee (Al-Wathani, 1999).

The concept of performance is linked to both the behavior of the individual and the organization and occupies a special place within an organization as the ultimate outcome of all activities at the individual, organization and state levels. Many researchers tend to distinguish between behavior, achievement and performance. Organizations, and achievement is the impact of outcomes after individuals stop working, while performance is the interaction between behavior and achievement, that is, it reflects the sum of work and results together (Dura and Al-Sabbagh, 1994). Functional elements can be identified in the following points (Al-Sakran, 2004):

1. Knowledge of job requirements: Includes general knowledge, technical and professional skills, general background of the job and related fields.
2. Quality of work: It is the extent to which the individual is aware of his work, his desire, technical skills, skill and ability to organize, and to carry out work without mistakes.
3. The amount of work done: the amount of work an employee can accomplish in normal working conditions, and the speed of completion.
4. Perseverance and reliability: Include seriousness and dedication to work, and the ability of the employee to take responsibility for the work, and the completion of work in the specified time, and the extent of the employee's need for guidance and guidance by supervisors, and evaluate the results of his work.

#### **Third- Palestinian universities in Gaza Strip**

Palestinian higher education occupies a unique position in the international higher education system. About 2% of all Palestinians are enrolled in higher education. The gross enrollment rate of Palestinian higher education in the age group 18-24 is over 15%. These figures are far above average for the Middle East and for developing countries at the international level (Ministry of Education and Higher Education, 2003).

The march of the Palestinian universities in the Gaza Strip began with the opening of the Islamic University, which emerged in 1978 from the Azhar Religious Institute, then Al-Azhar University, which in turn originated from the same institute in 1991 and then Al-Aqsa University, which emerged in 2001 from the State College of Education.

The Islamic University and Al-Azhar University will be the focus of this study, since they are the oldest universities in the Gaza Strip. The number of administrative staff at the Islamic University are (466) employees, while at Al-Azhar University (227).

## **11. ANALYTICAL APPROACH**

#### **First- Methodology of the study:**

This study deals with the study of tools, phenomena and practices existing and available for study and measurement as they are, without the intervention of researchers in their

course, and researchers can interact with them and describe them and analyze them scientifically and objectively. The study will rely on two basic types of data:

1. **Initial Data:** The study was carried out in the field by distributing questionnaires to study the vocabulary of the study and to collect and compile the necessary information in the subject of the study, and then unloading and analyzing it using the statistical program and using the appropriate statistical SPSS tests in order to arrive at indications of value and indicators that support the subject of the study.
2. **Secondary data:** Through the review of books and periodicals, special publications and scientific and professional journals related to the subject of the study, and any references contribute to enrich the study in a scientific way, and the researchers through the use of secondary sources in the study to identify the

foundations and methods of scientific studies in writing studies, Recent developments have occurred in the field of study.

**Second- Study Population:**

The study population consists of all administrative staff at the Islamic University, Al-Azhar University and Al-Aqsa University, and through the census of the study society it was found to consist of (655) administrative staff.

**Third- The study sample:**

- A. A survey sample was used by the researchers to verify the validity and reliability of these tools. The sample size was 32 administrative staff.
- B. The randomized stratified sample method was used in the study. The study was conducted on a sample of 221 administrative staff from the surveyed universities. The response rate was 82.35%. The sample distribution and response rate were as follows:

**Table 1:** Number of sample members in each university and the number of respondents

Items	Islamic University	Al-Azhar University	Total
The size of society	428	227	655
The ratio	%65.34	%34.66	100%
Distributed sample	144	77	221
Number of respondents	111	71	182
Response rate	77.08%	92.20%	82.35%

**Table 2:** The distribution of respondents according to variables: University Name, level of employment, gender, age, academic qualification, years of service, Workplace

University Name	Islamic University	Al-Azhar University			Total
	111	71			182
Career Level	Director	Head Of The Department	Administrative Employee		
	22	37	123	182	
Gender	Male	Female			
	131	51		182	
Age	20-30 years	31-40 years	41-50 years	Greater than 50 years	182
	61	57	42	22	
Qualification	Diploma	BA	Postgraduate		182
	55	95	22		
Years of service	Less than 5 years	5-7 years	8-10 years	More than 10 years	182
	39	36	15	92	
Workplace	Deanships And Colleges	Financial Services	Administrative Roundabout	Technical Circles	182
	53	21	96	12	

**Fourthly- Study tool:**

Since the nature of the hypotheses and the variables involved are the ones that control the choice of the appropriate tool, accordingly, the researchers prepared a measure for that study commensurate with its objectives and hypotheses, and the measurement of the leadership style and its relation to job performance in universities.

The process of designing and preparing the study scale has gone through several stages and steps:

1. See the literature on the style of leadership and performance, and previous studies on the subject of the current study.
2. Collect and define scale paragraphs.
3. Formulation of the standard expressions according to the study sample.

4. Set the meter instructions.
5. How to correct the meter.
6. Conduct a study of stability and honesty of the scale.

**Table 3:** shows the dimensions of the scale of the leadership style and its relationship to job performance in universities

Field	No. of Items
The Dominant Pattern of Leadership	10
job performance	20

**How to correct the scale:**

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

**Table 4:** Scale of the five-dimensional Likert scale

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

Each question has five answers (strongly disagree - disagree - neutral - agree - strongly agree), asking the respondent to read each question or answer with an ✓ sign in proportion to his or her vision of reality, (Strongly Agree) Five points, (agree) four points, (neutral) three points, (disagree) two points, and (strongly disagree) one

**Table 5:** Honesty coefficients for each paragraph with the total score of the Dominant Pattern of Leadership field

No.	Item	Honesty level	Level of Sig.
1.	The dominant pattern of leadership of the university helps them to progress and progress.	0.643	0.01
2.	Managers' decisions are clear.	0.829	0.01
3.	Managers encourage thoughtful change.	0.805	0.01
4.	Direct supervisor allows staff to participate in decision-making related to their work.	0.761	0.01
5.	Direct supervisor work to motivate employees and encourage them to change, innovate and innovate.	0.773	0.01
6.	Management provides me with the necessary support to do my work and the duties required of me.	0.696	0.01
7.	There is trust and cooperation between the direct and subordinates	0.788	0.01
8.	The direct supervisor encourages his/her subordinates to express their views and suggestions.	0.835	0.01
9.	My direct supervisor shows great interest in my wishes.	0.807	0.01
10.	I am encouraged by my direct supervisor to solve my own business problems.	0.744	0.01

**Table 6:** Honesty coefficients per paragraph with total degree of the functional Performance of Administrative Staff

No.	Item	Honesty level	Level of Sig.
1.	I am keen to achieve the general objectives of the University	0.596	0.01
2.	I can accomplish the specific work on time to accomplish it	0.565	0.01
3.	I have the ability to take responsibility for daily workloads	0.823	0.01
4.	I have the ability to afford any additional functional burdens	0.633	0.01
5.	I Observe and abide by the laws and regulations of the university	0.425	0.05
6.	I have the ability to adapt to working conditions	0.551	0.01
7.	I coordinate and collaborate with others to perform the work	0.694	0.01
8.	I make sure to do the work according to plans and programs	0.844	0.01
9.	The management provides appropriate training for staff to enable them to perform well	0.368	0.05
10.	Management's commitment to quality performance helps improve performance	0.666	0.01

point, so that the relative weight in the last case is 20% and is proportional to this response.

**Validity of the meter:**

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

1. **Authentic honesty:** The researchers verified the validity of the tool ostensibly by presenting it to a select group of PhD holders in business administration (8). The apparent honesty indicates the general appearance of the test in terms of its relevance to the subjects, the affiliation of the phrase to the field, Drafting and instructions.
2. **Authenticity of internal consistency:** The internal consistency coefficient is a correlation coefficient between each unit of scale and the whole scale, so this method is usually used to determine the veracity of the test on the one hand and the viability of its units on the other. The researchers calculated the validity of the internal consistency of the scale by finding the correlation coefficients between each field and the total score of the scale. The researchers conducted a survey sample of 32 employees by finding correlation coefficients for each paragraph in the field to which they belong, as well as correlation coefficients between each field And the scale as a whole, as in the following tables:

No.	Item	Honesty level	Level of Sig.
11.	I have the ability to innovate, innovate and develop work	0.490	0.01
12.	I have the ability to correct errors resulting from my performance	0.708	0.01
13.	I execute orders and instructions issued by direct officials regarding work	0.768	0.01
14.	My performance is improving as a result of direct supervision and continuous follow-up by the chairpersons	0.367	0.05
15.	I maintain my commitment to working hours	0.731	0.01
16.	I have motivation to do the job	0.652	0.01
17.	Make the time to do the work correctly	0.784	0.01
18.	I do my best to get things done right	0.893	0.01
19.	I have full knowledge of the job requirements I perform	0.706	0.01
20.	I have a willingness to use the scientific method of planning my tasks	0.792	0.01

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

**Stability of the scale:**

The concept of stability means the ability of the test to give the same grades or values to the same individual or individuals. If the measurement process is repeated and to

**Table 7:** coefficient of stability of the scale of leadership style and its relation to job performance in universities

No.	Field	No. of Items	Correlation Coefficient Before Adjustment	Correlation Coefficient After Adjustment	Level of Sig.
1.	The Dominant Pattern of Leadership	10	0.763	0.866	Sig. at 0.01
2.	job performance	20	0.805	0.892	Sig. at 0.01

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

2. **Alpha Cronbach's coefficient of persistence:** The researchers used the alpha- cronbach coefficient to calculate the stability coefficient for all terms of the scale with a general correlation coefficient (0.862) and a high stability coefficient indicating the strength and validity of the scale. The researchers observed that the results of Pearson correlation coefficients are consistent with the results of alpha- The researchers then determined the alpha-cronbach coefficient of stability between the terms of each field separately, as shown in the following table:

**Table 8:** shows the coefficients of Alpha Cronbach's stability for each dimension of the leadership style scale and its relationship to job performance in universities

No.	Field	Cronbach's Coefficient Alpha stability
1.	The Dominant Pattern of Leadership	0.919
2.	job performance	0.912

The above table shows that alpha-cronbach coefficients are all above (0.912). This indicates that the questionnaire has a high degree of stability that the researchers are sure to apply to the study sample.

**Fifth- Statistical Methods:**

**Table 9:** Scale of measurements used in this study

The Level Method	Very Low	Low	Medium	High	Very High
SMA	Less than	From (1.80): (2.59)	From (2.60): (3.39)	From (3.40):(4.19)	Greater than(4.20)

ensure the stability of the scale, the researchers used the following methods:

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

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

1. Averages, frequencies, standard deviations and percentages.
2. Spearman Brown's correlation coefficient for the equal half - division, and the Cronbach alpha factor to determine the stability of the resolution.
3. Pearson correlation coefficient to measure the relationship between variables.
4. T test to find the differences between the averages.
5. Analysis of mono-variance to see differences between more than two groups.
6. Scheffe post-test to measure the direction of differences.

**Answer the study questions:**

**Q1-:** what is the level of satisfaction with the dominant pattern of leadership in the Palestinian universities in Gaza Strip?

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

The Level Method	Very Low	Low	Medium	High	Very High
	(1.80)				
Relative Weight	Less than 36.00%	From 36.00: 51.90%	From 52.00: 67.90%	From 68.00: 83.90%	Greater than 84.00%

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

elements of the Field. More than (4.20) indicate that there is a very large degree in the elements of the Field on the scale used in the study shown in the previous table.

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

**Table 10:** Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in the Field of Leadership Pattern in the Leadership Style Scale and its Relation to Job Performance in Universities

No.	Item	Total Scores	Average (5)	Standard Deviation	Percentage	Ranking
1.	The dominant pattern of leadership of the university helps them to progress and progress.	676	3.76	0.925	75.20%	1
2.	Managers' decisions are clear.	651	3.62	0.905	72.40%	4
3.	Managers encourage thoughtful change.	621	3.49	1.021	69.80%	8
4.	Direct supervisor allows staff to participate in decision-making related to their work.	643	3.59	0.878	71.80%	5
5.	My direct supervisor works to motivate employees and encourage them to change, innovate and innovate.	624	3.49	0.974	69.80%	9
6.	Management provides me with the necessary support to do my work and the duties required of me.	640	3.56	0.929	71.20%	6
7.	There is trust and cooperation between the direct and subordinates.	654	3.63	0.832	72.60%	3
8.	The direct supervisor encourages his/her subordinates to express their views and suggestions.	636	3.55	0.919	71.00%	7
9.	My direct supervisor shows great interest in my wishes.	607	3.39	0.926	67.80%	10
10.	I am encouraged by my direct supervisor to solve my own business problems.	676	3.76	0.901	75.20%	2
Total degree of the Dominant Pattern of Leadership field		645.07	3.5837	0.66569	71.67%	

The above table shows the results obtained in the field of the organizational structure by presenting the arithmetic averages of the fields of the field. It is noted that the averages were between 3.39 and 3.76.

Table (10) shows that all the paragraphs range from medium to high, with 9 paragraphs in this area having a high percentage between 68% and 83.90%. One paragraph scored a moderate score between 52.00% and (67.90%). The paragraph (The leadership style of the university helps them to progress and progress) and the and the paragraph (I am encouraged by direct officials to solve the problems myself) reached the highest percentage (75.20%) followed by the paragraph (There is trust and cooperation between the direct and subordinates) in the third place with a percentage 72.60%, and then the paragraph (direct officials showed great interest in my wishes) in fourth place with percentage (67.80%), and the total score for Field was 71.67% (high).

**Table 11:** Frequency, Mean, Standard Deviation, Percentages and Ranking of Responses of Sample Members in the Leadership Style Scale and its Relation to Job Performance in Universities

This result indicates that university staff is satisfied with the leadership style of these universities and the degree of cooperation and trust between leaders and subordinates.

This finding is in line with the results of the Bahr and Abu Swirih (2010) study with a high degree of satisfaction with the leadership style. There is also trust and cooperation between the leadership and staff at the university. The university also has a supportive leadership that encourages subordinates to express their views, make suggestions and respond to subordinate proposals. The result was a study (Jassim and Hammoud, 2011) which showed that the Dominant Pattern of Leadership was the highest.

**Q2-:** What is the level of job performance prevailing in the Palestinian universities in the Gaza Strip?

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

No.	Item	Total Scores	Average (5)	Standard Deviation	Percentage	Ranking
1.	I am keen to achieve the general objectives of the University	783	4.37	0.670	87.40%	1
2.	I can accomplish the specific work on time to accomplish it	746	4.14	0.806	82.80%	13
3.	I have the ability to take responsibility for daily workloads	758	4.21	0.747	84.20%	11
4.	I have the ability to afford any additional functional burdens	728	4.04	0.864	80.80%	17
5.	I Observe and abide by the laws and regulations of the university	768	4.27	0.767	85.40%	6
6.	I have the ability to adapt to working conditions	760	4.22	0.721	84.40%	9
7.	I coordinate and collaborate with others to perform the work	759	4.22	0.807	84.40%	10
8.	I make sure to do the work according to plans and programs	739	4.13	0.835	82.60%	14
9.	The management provides appropriate training for staff to enable them to perform well	634	3.52	0.994	70.40%	20
10.	Management's commitment to quality performance helps improve performance	683	3.75	0.873	75.00%	19
11.	I have the ability to innovate, innovate and develop work	727	4.08	0.712	81.60%	15
12.	I have the ability to correct errors resulting from my performance	731	4.06	0.694	81.20%	12
13.	I execute orders and instructions issued by direct officials regarding work	780	4.31	0.702	86.20%	2
14.	My performance is improving as a result of direct supervision and continuous follow-up by the chairpersons	694	3.86	0.885	77.20%	18
15.	I maintain my commitment to working hours	774	4.30	0.825	86.00%	3
16.	I have motivation to do the job	757	4.21	0.944	84.20%	12
17.	Make the time to do the work correctly	771	4.28	0.742	85.60%	5
18.	I do my best to get things done right	762	4.23	0.785	84.60%	8
19.	I have full knowledge of the job requirements I perform	774	4.30	0.747	86.00%	4
20.	I have a willingness to use the scientific method of planning my tasks	765	4.25	0.700	85.00%	7
Total degree of job performance		751.02	4.1265	0.51118	82.53%	

The above table shows the results obtained in the leadership pattern and its relation to job performance in the field of job performance by presenting the arithmetic averages of the fields. The averages were between (3.52 and 4.37).

We note from the previous table that all the paragraphs range from a very high and very high percentage. There are 11 paragraphs in this field that have a very high percentage higher than 84.00%. There are 9 paragraphs in this field that have a high percentage between 68% and 83.90%. The paragraph (I am keen to achieve the general goals of the university) achieved the highest percentage (87.40%) followed by the paragraph (Implement orders and instructions issued by direct officials in relation to work) ranked second with percentage (86.20%) and (83.90%), followed by the paragraph (I maintain the commitment to official working hours) in third place and in percentage (86.00%). The paragraph (management provides

appropriate training for employees to be able to perform their work well) ranked last by a percentage (70.40%), and the overall score for the field was 82.53%, which is a high score.

In the previous table we find that there is a high degree of performance for administrative staff in universities, and this result is combined with the performance indicators obtained from the exploratory study in the universities, we find a correlation between these two results. This result was agreed with the study (Bahr and Abu Swirih, 2010) which reached a high degree of performance at the Islamic University.

#### Hypothesis Testing

**Ho 1:** There is a statistically significant relationship between the dominant pattern of leadership in the university and the performance of its administrative staff.

To ascertain the validity of the main hypothesis, the researchers sought to find Pearson correlation coefficient

between the leadership pattern and the functional Performance of Administrative Staff. The results were as shown in the following table:

**Table 12:** A correlation matrix between the dimensions of leadership style and job performance in universities

Field	job performance
The Dominant Pattern of Leadership	**0.403

\*\* Significant at (0.01)

From the previous table, there is a positive correlative relationship between the pattern of leadership and performance. This indicates the validity of the main hypothesis of the study and emphasizes the importance of the leadership style and its great impact on the job performance.

**Table 13:** Mean and standard deviations and value of the domains of the leadership style scale and its relation to job performance according to the gender variable

Field	Gender	The Number	Mean	Standard Deviation	"T" value	Level of Sig.
The Dominant Pattern of Leadership	Male	129	3.5747	.72871	-0.289	0.773
	Female	51	3.6065	.47572		
job performance	Male	131	4.1529	.54032	1.238	0.218
	Female	51	4.0588	.42470		

It is clear from the previous table that there are no statistically significant differences due to the gender variable between males and females in all fields. The calculated value of T is less than the tabular value of T.

**2. There are statistically significant differences in the dominant pattern of leadership and performance of**

**Table 14:** The source of the variance, the sum of squares, the degrees of freedom, the mean squares, the value of "P", and the level of significance attributed to the variable of age

		Sum of Squares	df	Mean Square	F	Sig.
The Dominant Pattern of Leadership	Between Groups	3.356	3	1.119	2.592	.054
	Within Groups	75.967	176	.432		
	<b>Total</b>	79.324	179			
job performance	Between Groups	.854	3	.285	1.090	.355
	Within Groups	46.443	178	.261		
	<b>Total</b>	47.296	181			

It is clear from the previous table that there are no statistically significant differences in these fields due to the age variable of the respondents. The value of the calculated F is less than the value of the F, which proves the hypothesis is incorrect.

This result can be explained by the fact that workers of all ages have the same style of leadership, in all its dimensions, and are influenced by all of them.

This finding is consistent with the studies of Al-Louzi and Zahrani (2012), (Bahr and Abu Swirih, 2010) (Al-Batoush,

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

		Sum of Squares	df	Mean Square	F	Sig.
The Dominant Pattern of Leadership	Between Groups	2.720	2	1.360	3.142	.046
	Within Groups	76.604	177	.433		
	<b>Total</b>	79.324	179			

**Ho 2:** There are statistically significant differences in the dominant pattern of leadership and performance of administrative staff in universities.

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

**Ho 2-1:** There are statistically significant differences in the dominant pattern of leadership and performance of the administrative staff in the universities due to demographic variables (gender, age, qualification).

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

1. There are statistically significant differences in the dominant pattern of leadership and performance of administrative staff in universities due to the gender variable.

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

**administrative staff in universities due to the variable age.**

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

2007), which showed no differences between different age levels.

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

**3. There are statistically significant differences in the dominant pattern of leadership and performance of administrative staff in universities due to the variable of scientific qualification.**

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

job performance	Between Groups	.530	2	.265	1.014	.365
	Within Groups	46.766	179	.261		
	<b>Total</b>	47.296	181			

It is clear from the previous table that there are statistically significant differences in the pattern of leadership, since the value of the calculated F is less than the value of the F-table. This result can be explained by the fact that the workers of different scientific qualifications are looking for a good leadership style, Decision-making process, while there are no differences in performance according to scientific qualification.

To find out the direction of differences in the Dominant Pattern of Leadership, the Scheffe Test was used as in the following table:

**Table 16:** Scheffe Test results to identify the direction and significance of differences in the Dominant Pattern of Leadership due to the variable of scientific qualification

Qualification	Diploma	BA	Postgraduate
Diploma	-		
BA	0.094259-	-	
Postgraduate	*0.362045-	-	-

\* Significant at (0.05)

It is clear from the previous table that there are statistically significant differences at the level of (0.05) attributed to the variable of scientific qualification in the field of leadership

**Table 17:** Source of variance, sum of squares, degrees of freedom, mean squares, P value, and significance level due to variable years of service

		Sum of Squares	df	Mean Square	F	Sig.
The Dominant Pattern of Leadership	Between Groups	1.854	3	.618	1.404	.243
	Within Groups	77.469	176	.440		
	<b>Total</b>	79.324	179			
job performance	Between Groups	.246	3	.082	.310	.818
	Within Groups	47.051	178	.264		
	<b>Total</b>	47.296	181			

The above table shows that the calculated F value is less than the F value of the table. Therefore, there are no statistically significant differences in all fields due to the variable years of service.

**2. There are statistically significant differences in the dominant pattern of leadership and performance of administrative staff in universities due to variable years of service.**

**Table 18:** The source of the variance, the sum of the squares, the degrees of freedom, the mean squares, the value of "P", and the level of significance attributed to the variable of the functional level

		Sum of Squares	df	Mean Square	F	Sig.
The Dominant Pattern of Leadership	Between Groups	.218	2	.109	.244	.784
	Within Groups	79.106	177	.447		
	<b>Total</b>	79.324	179			
job performance	Between Groups	1.099	2	.550	2.130	.122
	Within Groups	46.197	179	.258		
	<b>Total</b>	47.296	181			

The above table shows that the calculated F is less than the F value of the table, meaning that there are no statistically significant differences in all fields according to the functional level variable, which proves the hypothesis is incorrect.

among those with postgraduate qualifications with diploma qualifications for those with a diploma qualification. This result can be explained by those with postgraduate qualifications Are often dissatisfied with the organizational structure due to the lack of appreciation of the university in the appropriate manner and the granting of jobs commensurate with their qualifications, which is to a lesser degree in the lower educational qualifications. The table also shows no statistically significant differences between diploma holders and holders of bachelor's degrees.

**Ho 2-2: There are statistically significant differences in the dominant pattern of leadership and performance of administrative staff in universities due to the organizational variables (years of service, level of work, and Workplace).**

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

**1. There are statistically significant differences in the dominant pattern of leadership and performance of administrative staff in universities due to variable years of service.**

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

**administrative staff in universities due to the variable level of employment.**

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

**3. There are statistically significant differences in the dominant pattern of leadership and performance of administrative staff in universities due to the variable of the workplace.**

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

**Table 19:** source of variance, sum of squares, degrees of freedom, mean squares, value of "P", and level of significance attributed to the variable of the workplace

		Sum of Squares	df	Mean Square	F	Sig.
The Dominant Pattern of Leadership	Between Groups	5.704	3	1.901	4.545	.004
	Within Groups	73.620	176	.418		
	<b>Total</b>	79.324	179			
job performance	Between Groups	1.578	3	.526	2.048	.109
	Within Groups	45.718	178	.257		
	<b>Total</b>	47.296	181			

From the previous table, there are differences in the Dominant Pattern of Leadership according to the Workplace, where the value of F is calculated higher than the scale value of F, while there are no differences in the

**Table 20:** Scheffe Test results to identify the direction and significance of differences in the Dominant Pattern of Leadership due to the workplace variable

Workplace	Deanships And Colleges	Financial Services	Administrative Roundabout	Technical Circles
Deanships And Colleges	-			
Financial Services	0.306170-	-		
Administrative Roundabout	0.002674-	0.303495	-	
Technical Circles	*0.637386-	0.331217-	*0.634712-	-

\* Significant at (0.05)

It is clear from the previous table that there are statistically significant differences at the level (0.05) due to the variable of the workplace in the field of "leadership style" among workers in technical departments and workers in deanships and colleges in favor of workers in deanships and colleges, and there are differences between workers in technical departments and employees in administrative departments. For the employees of the administrative departments, this result can be explained by the fact that professional rotors, who are often command-driven mode of execution without consulting and participation, reflect the staff in deanships, colleges and administrative departments where the

**Table 21:** Standard Meanings, Deviations and Value of the Fields of the Leadership Style Scale and its Relationship to The functional Performance of Administrative Staff by Gender Variable

Field	The University	The Number	Mean	Standard Deviation	"T" value	Level of Sig.
The Dominant Pattern of Leadership	Islamic University	109	3.6760	.59767	-2.334	0.021
	Al-Azhar University	71	3.4419	.74055		
job performance	Islamic University	111	4.1642	.48876	1.218	0.225
	Al-Azhar University	71	4.0675	.54267		

It is clear from the previous table that there are differences in the pattern of leadership of statistical significance attributed to the university variable for the Islamic University, while there are no differences in job performance between the University of Al-Azhar and the Islamic University.

## 12. RESULTS

Results obtained using the study tool, through a survey of (221) administrative staff at Al-Azhar University and the Islamic University, after unloading the data and conducting the various statistical treatments, according to the study

the functional Performance of Administrative Staff according to the Workplace.

To find out the direction of differences in the driving pattern, the Scheffe Test was used in the following table:

**Table 20:** Scheffe Test results to identify the direction and significance of differences in the Dominant Pattern of Leadership due to the workplace variable

Dominant Pattern of Leadership is best with staff These baptisms, colleges and administrative departments, as seen from the table the absence of statistically significant differences between the workers in other work places at the university.

**Ho 2-3: There are statistically significant differences in the dominant pattern of leadership and performance of administrative staff in universities between Al-Azhar and Islamic universities.**

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

hypotheses and their variables, to measure the dominant pattern of leadership and its relation to job performance in the Palestinian universities. Gaza Strip, and then address some of the recommendations that would contribute to enhance the dominant pattern of leadership and improve performance in Palestinian universities in the Gaza Strip. The following results were achieved:

- The results showed that there is a high degree of satisfaction with the dominant pattern of leadership in the Palestinian universities in the Gaza Strip from the

point of view of the administrative staff, where the percentage reached (71.67%).

- The results showed that there was a high level of performance from the point of view of administrative staff, with a percentage of (82.53%).
- The results showed that there is a direct correlation between the leadership pattern and the the functional Performance of Administrative Staff.
- The results showed that there were no differences between the sample according to the gender variable in their perception of the dominant pattern of leadership and job performance.
- The results indicated that there were no differences in the employees' perception of the Dominant Pattern of Leadership and performance according to the age variable.
- The results showed that there were statistically significant differences in the perception of the elements of the organizational climate according to the scientific qualification variable in the Dominant Pattern of Leadership, while there were no differences in performance.
- The results showed that the differences in the Dominant Pattern of Leadership according to the scientific qualification were in favor of the diploma holders compared to the other practical qualifications.
- The results indicated that there are no differences in the employees' perception of the Dominant Pattern of Leadership and performance according to the variable years of service.
- The results indicate that there are no differences in the employees' perception of the dominant pattern of leadership and job performance according to the level of career variable (manager, head of department, administrative officer).
- The results showed that there were differences in the perception of the employees of the Dominant Pattern of Leadership according to the variable of the workplace, where there were differences in favor of the workers in the deanships and colleges compared with the workers in the technical departments. While there were no differences in job performance according to the workplace variable
- The results indicate that there are differences in the perception of the employees of the Dominant Pattern of Leadership according to the university in which they work in favor of the Islamic University.
- The results showed that there were no differences in performance between the Islamic University and Al-Azhar University.

### 13. RECOMMENDATIONS

- The interest of the Palestinian university administrations in improving the dominant pattern of leadership should be increased.

- Provide universities with the opportunity to participate in decision-making.
- University administrations continue to pay attention to and continuously improve the performance of their employees.
- To enhance the periodic evaluation of job performance and to inform employees and express their opinion.
- Solve employee problems and give them the opportunity to contribute to solving their own problems.
- Use the staff rotation method periodically.
- Strengthening the democratic the dominant pattern of leadership and empowering university staff.

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