

# The Availability of the Resource Standard and Partnership as One of the Possibilities of Excellence in Palestinian Universities According to the European Model

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**Abstract:** The study aimed to identify the availability of the resource and partnership standard as one of the possibilities of excellence in Palestinian universities according to the European model. The study used the analytical descriptive method. The study was conducted on the university leadership at Al - Azhar and Islamic Universities, where the study population consisted of (282) individuals. The study sample consisted of (135) individuals, (119) of them responded, and the questionnaire was used in collecting the data. The study has reached a number of results, the most important of which is the existence of a high standard of resources and partnership in the Palestinian public universities operating in the southern governorates. The fields of the resource and partnership criteria were as follows: (79.8%) management of internal and external partnerships, management of technical resources (technology) (76.4%), Buildings, equipment and resources (76%), Finance Management (72.8%). The study presented a number of recommendations, the most important of which is: Increasing the interest of universities in applying the criteria of resources and partnership as one of the criteria of excellence, increasing the interest of universities in managing finance and obtaining funding for their various activities, periodic maintenance of buildings and equipment and ensuring their suitability to the requirements of the educational process.

**Keywords:** Resource and Partnership Standard, Excellence Potential, Palestinian Universities, European Model.

## 1. INTRODUCTION

One of the concepts that have become more accepted and widespread and began to increase interest in the field of higher education, what is known as the universality of higher education, which emerged as a product of globalization, which dominated many of the activities of life in our modern world (Al-Baylawi, 2006).

The entrances to quality, excellence and global innovation are numerous. Many institutions have applied some models of strategic performance measurement, and other institutions have moved to apply excellence models as tools for evaluating performance and improving organizational performance (Jad Al-Rab, 2010).

The resource and partnership standard is one of the most important standards in international excellence models. Universities must make substantial contributions to the society in which they are located, and the knowledge and experience of faculty members and the needs of the community are used. Contributions to community service include both individual activities and initiatives, and formal assistance programs prepared by the institution or program managers. These activities should be documented and made known within the institution and in the community, and community contributions must be assessed within the institution.

To achieve this criterion, contributions to the community should include activities and services to assist individuals, organizations or communities outside the educational institution (ie, such contributions do not include such things as financial assistance, non-classroom activities for enrolled students, or the provision of qualifying academic programs ), and may also include participation in research and development projects, and in community education programs offered free of charge or in return.

Although many researchers have been interested in studying process reengineering; however, there is a relative scarcity, especially in the studies that were interested in studying in organizations in general and industrial companies in particular. It is also one of the topics that deserve extensive research and great care of researchers, because of the intensification of competition, high expectations of customers, which ultimately affect the performance improvement, as he points out (El Talla et al., 2018) that the most important factors to achieve high performance comes from the institution resources.

In terms of investment in the quality of education and its excellence, it is one of the modern and important trends in higher education, to achieve competitive advantage and sustainability - at the level of inputs and processes - and ensure that outputs are in line with the specific criteria including competitive labor market requirements. Based on

the above, of the rare studies that aim to answer the following main question:

**What is the availability of the criterion of resources and partnership as one of the possibilities of excellence in Palestinian universities according to the European model?**

**It has the following sub-questions:**

**Q1-:** What is the availability of internal and external partnerships as one of the possibilities of excellence in Palestinian universities according to the European model?

**Q2-:** What is the level of funding management as one of the possibilities of excellence in Palestinian universities according to the European model?

**Q3-:** What is the availability of buildings, equipment and resources as one of the possibilities of excellence in Palestinian universities according to the European model?

**Q4-:** What is the availability of technical resources management (technology) as one of the possibilities of excellence in Palestinian universities according to the European model?

## 2. RESEARCH OBJECTIVES

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

1. To clarify the availability of internal and external partnerships in Palestinian public universities operating in the southern governorates.
2. Identify the level of funding management in Palestinian public universities operating in the southern governorates.
3. Disclosure of the availability of buildings, equipment and resources in the Palestinian public universities operating in the southern governorates.
4. Knowledge of the reality of the management of technical resources (technology) in Palestinian public universities operating in the southern governorates.

## 3. RESEARCH IMPORTANCE

1. To provide Palestinian universities with a degree of application to the standard of resources and partnership according to the European model of excellence.
2. To provide recommendations and proposals documented and derived from the field studies so that the senior management of Palestinian universities will help to implement the excellence approach.
3. This study may contribute to drawing the attention of researchers to undertake many studies and researches in modern administrative curricula and apply them to vital sectors such as the higher education sector.
4. The lack of adequate field studies focused on the availability of the standard of resources and partnership in the Palestinian universities in particular.

## 4. RESEARCH LIMITS AND SCOPE

1. **Objective Limit:** The study was limited to identifying the availability of the resource and partnership standard

as one of the possibilities of excellence in Palestinian universities according to the European model.

2. **Spatial Limit:** The application of the study was limited to the Palestinian public universities operating in the southern governorates (Islamic University, Al-Azhar University).
3. **Human Limit:** This study focused on the employees of the supervisory centers of the universities under study.

## 5. THEORETICAL FRAMEWORK

### 1. Resource and Partnership Standard:

Outstanding universities plan and manage internal and external partnerships with suppliers, internal resources to support strategies and policies and the effective operation of their operations. Through these partnerships and resources, the current and future needs of the University, the environment and the community are balanced (EFQM, 2013).

This criterion consists of the following sub-criteria:

1. Managing internal and external partnerships through:
  - Identify and build opportunities for partnerships between the University, universities and other organizations, both internally and externally.
  - University partnerships support the process of development and mutual learning.
  - Helping partnerships create and support creative thinking and innovation.
2. Finance Management, through:
  - Develop the university administration for a clear strategy to provide appropriate funding sources.
  - Evaluation of the university administration for investment and consumption in tangible and intangible assets on a regular basis.
  - Use of financial budgets to ensure efficient use and effectiveness of available resources.
  - Establish and use appropriate financial controls at all levels of the University.
3. Building, Hardware and Resources Management, through:
  - Develop strategies and plans for the management of the University's buildings, equipment and facilities.
  - To measure any negative effects of university facilities on workers, students and society and their management.
  - Periodic inventory of the University's assets and properties and their preservation from any damage or damage.
4. Management of technical resources (technology), through:
  - Develop a strategy for the management of technical resources and technology at the university.
  - Preparation of a methodology for the selection of modern alternative technical resources in line with the policies of the University.

- Optimize the available technical resources, including the replacement of old techniques with modernity.
- Devoting the techniques to support the continuous development and improvement efforts at the university.

## 2. Impact of partnership and resources on outstanding performance:

The partnership is defined as "a relationship between two parties that add value to customers and achieve a culture of excellence through internal and external partnerships to achieve the planned objectives" (Buhaji, 2008).

The universities must build partnerships with the surrounding organizations of universities, ministries and suppliers, civil society organizations, the labor market, operators and stakeholders to strengthen their role as educated leaders who contribute to community building, And provides its educational and research services excellence, building partnerships and development contributes to the achievement of universities for their goals and achieve the excellence of performance.

Universities should be well managed for their various resources, whether they are fixed assets or current assets, by developing a clear strategy to provide funding to universities. In particular, Palestinian universities rely mainly on fees collected from students in managing their various activities. Good utilization of various university facilities from buildings, laboratories and property, and the proper management of technical resources, and their modernization, with a focus on development, improvement and excellence in performance.

The Organization achieves the ability to achieve its objectives by organizing the use of its resources and coordinating them in interrelated operations that are related to its inception and can be planned, timed and controlled to ensure its validity and assurance of its commitment to quality standards in everything that is going on (Al-Salmi, 2002).

El Talla et al. (2018) believe that the most important results of the impact of partnership and resources on performance are as follows:

- Build good relationship with suppliers and partners.
- Exploitation of university buildings and facilities effectively.
- Availability of appropriate funding sources for the University's activities.
- Good management of technical resources at the university.
- Improved university performance compared with competing universities.

## 6. LITERATURE REVIEW

- Study of (Forrester, 2016), which aimed to explore the challenges faced by leaders in the implementation of programs of excellence in the work in the Jordanian public sector. The study adopted a content analysis

methodology to analyze performance evaluation reports prepared by the King Abdullah II Center for Excellence, Public organizations participated in the King Abdullah II Award for Excellence more than once, and House reports that they failed to achieve satisfactory results. The results indicated that the main challenges affecting the implementation of public sector leadership standards in Jordan were the result of poor strategic planning, lack of staff empowerment, poor performance measurement, lack of financial resources, poor integration and coordination, and weak performance measurement system.

- Study of (Moradzadeh, 2015), which aimed to identify the feasibility of applying the European model of excellence in higher education institutions. The descriptive method was used in the study. The data were collected from 22 educational zones through a random sample of (345), Middle, managers and staff, in all educational units. The results showed that the institutions of higher education under study applied well the elements of the European model of excellence, and that three main elements influencing the implementation of the criteria of the European model of excellence are the stakeholders, leadership and structure. The results also showed the need to develop a model that takes into account the local culture and other environmental factors and that standards of enterprise enable the results of beneficiaries, employee outcomes, community outcomes, and key performance outcomes.
- Study of (Rashid and Al-Zayadi, 2014) aimed at presenting a theoretical study on the variables of the study, as well as an analytical framework for the views of 34 university leaders in a sample of the faculties of Qadissiya University. The independent variable included elements of intellectual capital , Structural capital, and relational capital), while the dimensions of outstanding performance (outcomes of student learning and process, results of community focus, results of employee focus, leadership and governance results, budget results, and financial and market outcomes) . The study found the following results: There is a clear focus on human resources, and on the activation of knowledge capital, there is a lack of partnership relations, weak response to the wishes and expectations of students and other stakeholders, and there is a degree of commitment in the performance results in relation to leadership, There is a great interest in the results of the budget and financial results, and there is a close link between the components of intellectual capital and outstanding university performance, and there is a statistical impact of intellectual capital and its components on outstanding university performance.
- Study of (Rashid and Al-Zayadi, 2013) aimed at knowing the role of leadership in achieving outstanding university performance through a survey of the views of (100) university leaders in a sample of universities of

the Middle Euphrates universities (Qadisiyah, Karbala, Babylon, Kufa) the two questionnaires are a key tool for data collection. The study found that there is support and commitment to creative activities. There is an average interest in risk tolerance. There are clear efforts in the field of pre-emptivity by identifying the needs of future students and turning them into new opportunities. On the workers, and there is a close relationship between the components of the leading orientation and outstanding university performance, and there is a significant effect of the leading trend on the university performance excellence.

- A study (Asif et al., 2013) aimed at identifying critical success factors for TQM in Pakistani universities, where data were collected from faculty members at universities through the questionnaire. Results showed that the most critical determinants of TQM were leadership, strategic planning, information measurement and analysis, operations, resource allocation, and stakeholder focus.
- Study of (Abu Saada, 2013), which aimed to identify the application of leadership standard in higher education institutions according to the European model of excellence. The case of the university college of applied sciences was studied as a practical case. The study adopted the analytical descriptive method through a questionnaire on a sample of (64) of administrative staff and academics at the College. The study found that leadership performance at the university college was 75.9%, the leadership interaction with students and other beneficiaries was 79.11%, followed by the vision and message development criteria with the participation of the relevant authorities (77.15%). the standard efforts of leaders in the development and application of the administrative system (75.86%), followed by the leaders' efforts to increase competition and encourage change (73.92%), and finally the standard of supporting and encouraging staff, and promoting the culture of excellence (73.80%).
- A study (Adel, 2009) aimed at identifying the most important factors that lead to higher performance of Egyptian higher education institutions, achieving distinct results, identifying strengths and areas that need improvement to achieve sustainable excellence, and using questionnaire to collect data. The study found that the Egyptian higher education institutions have substantial potential (leadership, personnel, strategy, resources, partnership, and processes) that directly affect their results (employee satisfaction, user satisfaction, impact on society, and performance outcomes). Will improve the overall excellence of Egyptian higher education institutions.
- A study (Al-Samadi, 2009) aimed at identifying the degree of application of TQM standards in Jordanian higher education institutions and determining the most comprehensive principles of TQM. The study was conducted on 20 heads of department in the Ministry of

Higher Education through the use of the curriculum Analytical Descriptive. The results showed that the degree of application of the TQM was medium, and that the most quality areas were applied: educational facilities, human resources, financial and administrative resources, planning and leadership. The results showed that there were no differences in performance as a whole in applying the principles of total quality according to the variables (Gender, scientific qualification, years of experience, and university).

- A study (Calvo-Mora & Roldan, 2006), which aimed at analyzing the implicit relationship between the possibilities of the European model of excellence to be used as a framework for the management and improvement of quality in institutions of higher education. The study was conducted in 111 centers at the Spanish General University. The results supported the hypothesis relationship that refers to the role of the potential as a basis for establishing an administrative model that leads universities towards excellence, the emergence of the role of senior management through the main activities, and that senior management leads the development of excellence through operations at the university through: leadership methodology, Sources, and human resources management.

## 7. RESEARCH METHODOLOGY

### Study Approach:

The study followed the descriptive analytical method, in which it attempts to describe the phenomenon of the subject of the study, analyze its data, and explain the relationship between its components, the opinions that are raised around it, the processes it contains, and the effects that it causes.

### Study Society:

The study population consists of all employees of the supervising centers in the public universities operating in the Gaza Strip (Islamic University, Al-Azhar University) with 282 employees.

### The study sample:

The sample of the study was selected using the method of class randomization as one of the statistical methods used to be representative of the study society according to the rules of scientific research in the selection of samples. The sample size was (135) individuals (47.9%) of the size of the society. The questionnaires were distributed manually, (119) were identified by (88.1%). A sample of 29 samples was selected from outside the study sample. Statistical analysis was conducted to verify the validity and stability of the questionnaire.

### Study tool:

To achieve the objective of the study, the questionnaire was used as a data collection tool, which was developed and developed according to the criteria set by the researchers and to arrive at the questionnaire in its final form. It emerged in its final form of five areas: the field of managing internal and external partnerships, which consists of (3) paragraphs. The

area of "finance management" consists of (4) paragraphs, and the area of "buildings, devices and resources" may be of (3) paragraphs, as well as the area of "management of technical resources (technology)" which consists of (4) paragraphs.

**Study Tool Correction:**

The five-point Likert five-point scale was used to determine the importance of each paragraph of the questionnaire to measure respondents' responses to the questionnaire sections as follows:

**Table 1:** the degrees of the five-dimensional Likert scale

Category	Absolutely Agree	Agree	To Some Extent	Not Agree	Not Quite OK
Class	5	4	3	2	1

In addition, a numerical scale was used to give the mean of the arithmetical mean using the ordinal scale of significance. The study adopted the criterion mentioned by Abdel-Fattah (2008) to judge the trend when using the five-dimensional Likert scale.

**8. STATISTICAL PROCESSES:**

The study used the Statistical Package of Social Sciences (SPSS) to perform the necessary analysis of the questionnaire data. The following statistical methods and tests were used: percentages, frequencies and arithmetic mean, Pearson Correlation Coefficient to measure the degree of correlation: This test examines the relationship between two variables, and it was used to calculate the internal consistency and structural integrity of the questionnaire. Cronbach's Alpha test was used to determine the persistence of the questionnaire. T test in the case of one T-Test was used to determine whether the average response was neutral (60%) or more/less. It was used to confirm the mean significance of each paragraph of the questionnaire.

**Believe the study tool:**

The validity of the study tool was confirmed by using the internal consistency method to measure the correlation strength between the scores of each area of the field with the total score of the field to which it belongs. The results have shown that the first area of managing internal and external partnerships is directly related to all the paragraphs it measures. The correlation ranged between 0.649-0.930, and the second area, "Finance Management", was directly correlated with all the paragraphs it measured and the correlation coefficients ranged from 0.852 to 0.883. The third area "Buildings, Equipment and Resources" was directly correlated with all the paragraphs it measured and the correlation coefficients ranged between 0.860 and 0.906. The fourth field, "management of technical resources (technology)" is directly correlated with all the paragraphs that measured it and the correlation coefficients ranged from 0.647 to 0.867, all of which are statistically significant at level ( $\alpha=0.01$ ) and indicate the correlation of paragraphs consistent internally with the field it measured, which is fundamental in its measurement.

**Stability of the study instrument:**

The persistence of the study questionnaire was confirmed by the Cronbach's Alpha Coefficient. The following table shows that the value of the Cronbach alpha coefficient was high for all fields, ranging from 0.755 to 0.892, which means that the questionnaire is consistently stable.

**Table 2:** Determination of Determination of Determination of Determination by Cronbach's Alpha

No.	Dimension	No. Of Items	Cronbach's Alpha
1.	Management of internal and external partnerships	3	0.755
2.	Finance Management	4	0.892
3.	Buildings, devices and resources	3	0.847
4.	Management of technical resources (technology)	4	0.763

**9. ANSWER THE STUDY QUESTIONS:**

In order to answer the study question, the researchers used several statistical methods, such as: arithmetical averages, standard deviations, as well as the use of a single sample test for each of the fields. The answer of the paragraph is positive in the sense that the sample agrees with its content if the calculated t value is greater than the tabular t value which is (1.99) or the probability value is less than 0.05 and the arithmetic mean of the paragraph is greater than (3). The paragraph is negative in the sense that the sample does not agree with its content if the calculated value of t is less than the tabular t value, which is equal to (1.99), the probability value is greater than 0.05, the arithmetic mean of the paragraph is smaller than (3). The views of the sample in the paragraph are neutral (moderately agreed) if the probability value is greater than (0.05).

A review of the sample responses of the study on the extent of adoption of the standard resource and partnership, Table indicates (3) indicates that the arithmetic averages of all the paragraphs of the field of "internal and external partnerships management" ranged between (3.92 - 4.10), and in general, that area has got the arithmetic average (3.99), the second area "finance management" ranged between (3.34 - 3.87), and in general has got that area on the arithmetic average (3.64), as well as the third "buildings, equipment and resources field" arithmetic means of its paragraphs ranged between (3.59 - 4.03), in general, this field has an average of 3.80, while the fourth field is "Technical Resource Management" (TEC) Nologia) " the arithmetic averages of the paragraph ranged between (3.74 - 3.90), and in general, that area has got the arithmetic average (3.82), and in general, the policy and the strategy as a whole standard has obtained the arithmetic average (3.80), which is a large degree. This shows that Universities manages their partnership and resources well, and in line with the quality and excellence approach.

The results are consistent with those of Calvo-Mora and Roldán (2006), (Asif et al., 2013) (Adel, 2009), (Moradzadeh, 2015).

The results differ with Al-Samadi (2009), Al-Jabaree (2009) and Rashid-Al-Zayadi (2009), which showed an average level of this standard.

Although the standard is high, universities do not operate in isolation from their local, regional, or even international environments, so they need to strengthen the process of internal and external partnerships to upgrade their academic and administrative level and to benefit from the diverse experiences of other partners, (Jad Al-Rab, 2009). He noted that the development of partnerships and alliances provides

the organization with greater opportunities to work efficiently by investing in cooperation and integration with business partners. On the other hand, universities should strengthen the management of their financial resources, and not rely solely and exclusively on the fees collected from students, especially in the situation of Gaza Strip from the siege and the weakness of resources, and universities should continue to keep pace with the technical development and rapid change in it, This will facilitate the educational process, its supporting aspects, and be concerned with the management of its buildings and educational facilities on an ongoing basis, in order to adapt them to a distinguished educational process.

**Table 3:** Analysis of paragraphs and areas of partnership and resources

No.	Item / Dimension	Mean	S. D.	T – Test	Sig.	Rank
1.	Opportunities for partnerships between the University, universities and other organizations are identified, both internally and externally	4.10	0.62	19.49	0.00	1
2.	University partnerships support the process of development and mutual learning	3.92	0.63	16.09	0.00	3
3.	Partnerships help create and support creative thinking and innovation	3.96	0.63	16.60	0.00	2
<b>Management of internal and external partnerships</b>		3.99	0.49	21.92	0.00	-
1.	The University's management has developed a clear strategy to provide appropriate funding sources	3.52	0.87	6.42	0.00	3
2.	The University's administration assesses investment and consumption in tangible and intangible assets on a regular basis	3.34	0.85	4.43	0.00	4
3.	Budgets are used to ensure efficient use and effectiveness of available resources	3.83	0.81	11.26	0.00	2
4.	Appropriate financial controls are put in place at all levels of the university and its use	3.87	0.81	11.62	0.00	1
<b>Finance Management</b>		3.64	0.65	10.67	0.00	-
1.	Strategies and plans for the management of the University's buildings, equipment and facilities are being developed	3.80	0.83	10.50	0.00	2
2.	Any adverse effects of university facilities on staff, students, and society are measured and managed	3.59	0.89	7.23	0.00	3
3.	The University's assets and properties are periodically stored and preserved from any damage or damage	4.03	0.92	12.09	0.00	1
<b>Buildings, devices and resources</b>		3.80	0.74	11.92	0.00	-
1.	A strategy to manage technical resources and technology is developed at the university	3.90	0.81	12.16	0.00	1
2.	A methodology is being developed for the selection of modern alternative technical resources in line with the University's policies	3.74	0.76	10.56	0.00	4
3.	The available technical resources, including the replacement of old techniques with modernity, are optimally exploited	3.82	0.66	13.40	0.00	3
4.	The techniques are dedicated to supporting the University's ongoing development and improvement efforts	3.84	0.64	14.24	0.00	2
<b>Management of technical resources (technology)</b>		3.82	0.57	15.71	0.00	-
<b>Standard focus partnership and resources as a whole</b>		3.80	0.50	17.52	0.00	-

The results indicate that the responses of the members of the research sample exceeded the average approval level, which

is 3 in all the paragraphs. The low dispersion is also evident, which indicates the convergence of their views. Given the probability value (.Sig), there are no differences in the views

of the members of the study sample on all the paragraphs, where all the paragraphs were statistically significant at the level of ( $\alpha \leq 0.01$ ).

The ranking of the areas was as follows: "Management of internal and external partnerships" was ranked first, and "technical resources management (technology)" ranked second, while "buildings, equipment and resources" ranked third, and the field of "finance management" was ranked fourth.

## 10. RESULTS

The study reached a number of results:

- There is a high degree of application of the resource and partnership standard according to the European model of excellence with a degree of approval (76%).
- The management of technical resources (technology) (76.4%), buildings, equipment and resources (76%), finance management (72.8%), management of internal and external partnerships (79.8%).

## 11. RECOMMENDATIONS

Based on the above results, the study recommended:

- Increasing the interest of universities in applying the criteria of resources and partnership as a standard of excellence.
- Increasing the interest of universities in managing finance and obtaining funding for their various activities
- Periodic maintenance of its buildings and equipment and ensuring its suitability to the requirements of the educational process.

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