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# **The Role of the Organizational Structure in Crises and Risks Management at Al Quds University in the Opinion of the Administrative Employees**

**Prepared by: Ihab Ayesb**

**Supervisor: Dr. Mohammed Hanini**

## **Abstracts**

This study aims at knowing the role that the organizational structure plays in managing the risks and crises at Al-Quds University through identifying the reasons of the crises, the means and the mechanisms used by the organizational structure in addition to the effectiveness of the organizational structure in managing the crises and risks. The justifications of this study are the lack of previous studies that deals with this issue in Al-Quds University on one hand , and the pioneering role that Al-Quds University play to present the educational services and promoting social development in Palestine on the other hand. This study is conducted between August 2010 and February 2012. The selected sample is 83 administrative employees working at Al-Quds University randomly chosen according to 70 questionnaire.

This study utilizes the descriptive approach to achieve its goals. The researcher uses a questionnaire and interviews to collect quantitative and qualitative data. The analytical approach is also utilized to explore the effectiveness of the organizational structure in crises and risk management at Al-Quds University from the administrative staff perspectives. The study makes use of the SPSS software to analyze the data and to examine the hypotheses of the study.

The research derives from many informative results. The most significant reason behind the various crises at Al-Quds University is the financial crises and the improper control at the administrative departments of the university. The lack of investigational efforts to discover crises plays role in the performance, added to this, the organizational structure that lacks the effectiveness in using the methods and procedures to overcome the crises according to the administrative staff at the university.

The study concludes that the university needs to put an end to the financial crises in order to eliminate the different types of crises at the institution . Furthermore, the tools and methods that the university applies to manage the crises are insufficient especially in communications between the employees, units and departments. Finally, the research shows that there are no written rules and acts to face crises at the university which makes it more difficult for the organizational structure to help in mitigating the crises that even deepen it.

The current study recommends that Al-Quds University should draw plans and assign trained teams to meet the crises at the institution. Moreover, the educational institutions should cooperate together in this regard and organize workshops in crises management to exchange experiences and ideas . At the end , the university should make virtual experiments to train its employees and communities to deal with any possible real dangerous events in the future.

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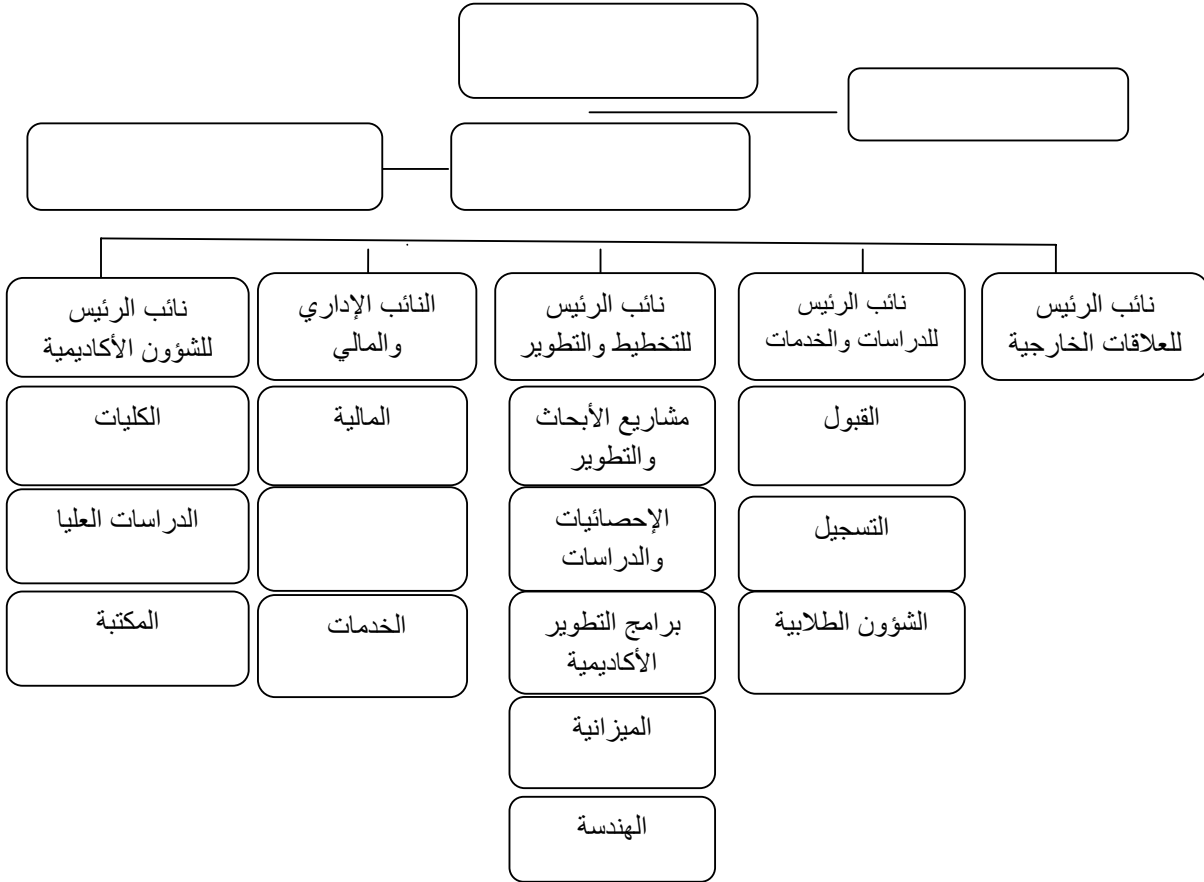
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|             |           |  |   |
|-------------|-----------|--|---|
|             |           |  |   |
| 1.20%       | 1         |  | 1 |
| 6.02%       | 5         |  | 2 |
| 16.87%      | 14        |  | 3 |
| 39.76%      | 33        |  | 4 |
| 36.14%      | 30        |  | 5 |
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|               |           |  |
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| 89.1%         | 41        |  |
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| <b>100.0%</b> | <b>46</b> |  |

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|             |           |       |
|-------------|-----------|-------|
|             |           |       |
| 6.5%        | 3         | 30    |
| 41.3%       | 19        | 40-31 |
| 17.4%       | 8         | 50-41 |
| 34.8%       | 16        | 51    |
| <b>%100</b> | <b>46</b> |       |

40-31

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51

%6.5

30

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|             |           |  |
|-------------|-----------|--|
|             |           |  |
| 6.5%        | 3         |  |
| 10.9%       | 5         |  |
| 41.3%       | 19        |  |
| 39.1%       | 18        |  |
| 2.2%        | 1         |  |
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%39.1

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|             |           |  |
| 39.1%       | 18        |  |
| 39.1%       | 18        |  |
| 19.6%       | 9         |  |
| 2.2%        | 1         |  |
| <b>100%</b> | <b>46</b> |  |

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| 8.7%        | 4         | 5    |
| 26.1%       | 12        | 10-5 |
| 65.2%       | 30        | 10   |
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| %67          |  | 9  | 9-1   |  |
| %87          |  | 26 | 35-10 |  |
| %93          |  | 10 | 45-36 |  |
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|  |             |             |  |   |
|  | 1.05        | 4.00        |  | 1 |
|  | 1.13        | 3.52        |  | 2 |
|  | 1.03        | 3.53        |  | 3 |
|  | 0.94        | 3.91        |  | 4 |
|  | 0.85        | 3.67        |  | 5 |
|  | 1.00        | 3.83        |  | 6 |
|  | 0.84        | 3.91        |  | 7 |
|  | 1.31        | 3.72        |  | 8 |
|  | 1.13        | 3.46        |  | 9 |
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|  | 1.02 | 2.90 |  | 1 |
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|  | 1.01 | 2.61 |  | 10 |
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|  | 2.62 | 3.57 |  | 12 |
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|  | 0.98 | 2.67 |  | 15 |
|  | 0.97 | 2.46 |  | 16 |
|  | 0.91 | 2.61 |  | 17 |
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|  |      |      |  |    |
|  | 0.99 | 2.54 |  | 19 |
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|  | 1.05 | 2.69 |  | 21 |
|  | 0.96 | 2.61 |  | 22 |
|  | 0.97 | 2.39 |  | 23 |
|  | 0.99 | 2.89 |  | 24 |
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|  | 1.02 | 2.87 |  | 1  |
|  | 0.90 | 2.76 |  | 2  |
|  | 0.92 | 2.78 |  | 3  |
|  | 1.00 | 2.67 |  | 4  |
|  | 1.00 | 2.54 |  | 5  |
|  | 1.04 | 2.73 |  | 6  |
|  | 0.97 | 2.72 |  | 7  |
|  | 3.48 | 2.74 |  | 8  |
|  | 0.99 | 2.78 |  | 9  |
|  | 0.96 | 2.76 |  | 10 |
|  | 0.90 | 2.74 |  |    |
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لدرجة الأثر في  $(0.05 \geq \alpha)$

حسب مجالاتها الثلاثة والدرجة الكلية

للفقرات من وجهة نظرهم

(t-test Independent) ( )

:(4.4)

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| *    | ( )   |     |      |     |      |  |
|------|-------|-----|------|-----|------|--|
|      |       |     |      |     |      |  |
| 0.44 | .77   | .40 | 3.56 | .55 | 3.75 |  |
| 0.16 | 1.42- | .50 | 3.05 | .66 | 2.61 |  |
| 0.27 | 1.11- | .47 | 3.09 | .77 | 2.70 |  |
| 0.20 | 1.29- | .39 | 3.16 | .50 | 2.86 |  |

لدرجة

(4.4)

حسب مجالاتها

الثلاثة والدرجة الكلية للفقرات

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الدلالة ( $0.05 \geq \alpha$ ) لدرجة الأثر في

حسب مجالاتها الثلاثة والدرجة الكلية

للفقرات من وجهة نظرهم

:(5.4)

:5.4

| 51          | 50-41       | 40-31       | 30          |  |
|-------------|-------------|-------------|-------------|--|
| 3.86        | 3.57        | 3.69        | 3.74        |  |
| 2.38        | 2.97        | 2.74        | 2.78        |  |
| 2.61        | 2.94        | 2.77        | 2.67        |  |
| <b>2.72</b> | <b>3.08</b> | <b>2.94</b> | <b>2.95</b> |  |

( ANOVA)

: (6.4)

(ANOVA)

: 6.4

|     |      |     |    |       |  |  |
|-----|------|-----|----|-------|--|--|
| *   |      |     |    |       |  |  |
| .66 | .54  | .16 | 3  | .48   |  |  |
|     |      | .30 | 42 | 12.48 |  |  |
|     |      |     | 45 | 12.96 |  |  |
| .17 | 1.78 | .72 | 3  | 2.16  |  |  |
|     |      | .40 | 42 | 16.97 |  |  |
|     |      |     | 45 | 19.12 |  |  |
| .77 | .37  | .22 | 3  | .66   |  |  |
|     |      | .59 | 42 | 24.80 |  |  |
|     |      |     | 45 | 25.45 |  |  |
| .36 | 1.09 | .27 | 3  | .80   |  |  |
|     |      | .25 | 42 | 10.31 |  |  |
|     |      |     | 45 | 11.11 |  |  |

.(0.05= $\alpha$ )

\*

(6.4)

5.4

لدرجة الأثر في ( $0.05 \geq \alpha$ )

حسب مجالاتها الثلاثة والدرجة الكلية

للفقرات من وجهة نظرهم

:(7.4)

: 7.4

|             |             |             |             |             |  |
|-------------|-------------|-------------|-------------|-------------|--|
|             |             |             |             |             |  |
| 4           | 3.74        | 3.78        | 3.76        | 3.26        |  |
| 2.77        | 2.57        | 2.73        | 2.67        | 2.72        |  |
| 3.20        | 2.73        | 2.70        | 2.83        | 2.73        |  |
| <b>3.11</b> | <b>2.83</b> | <b>2.93</b> | <b>2.92</b> | <b>2.83</b> |  |

( ANOVA)

(8.4)

:

(ANOVA)

:8.4

|     |     |     |    |       |  |
|-----|-----|-----|----|-------|--|
| *   |     |     |    |       |  |
| .62 | .66 | .20 | 4  | .79   |  |
|     |     | .30 | 41 | 12.18 |  |
|     |     |     | 45 | 12.96 |  |
| .96 | .15 | .07 | 4  | .28   |  |
|     |     | .46 | 41 | 18.84 |  |
|     |     |     | 45 | 19.12 |  |
| .98 | .12 | .07 | 4  | .29   |  |
|     |     | .61 | 41 | 25.17 |  |
|     |     |     | 45 | 25.45 |  |
| .96 | .15 | .04 | 4  | .16   |  |
|     |     | .27 | 41 | 10.96 |  |
|     |     |     | 45 | 11.11 |  |

$$.(0.05=\alpha)$$

(8.4)

#### 6.4

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(  $0.05 \geq \alpha$  ) لدرجة الأثر في

حسب مجالاتها الثلاثة والدرجة الكلية

للفقرات من وجهة نظرهم

(9.4).

: 9.4

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|             |             |             |             |  |
|-------------|-------------|-------------|-------------|--|
|             |             |             |             |  |
| 4.00        | 3.64        | 3.85        | 3.64        |  |
| 2.77        | 2.82        | 2.68        | 2.55        |  |
| 3.20        | 2.86        | 2.86        | 2.53        |  |
| <b>3.11</b> | <b>2.99</b> | <b>2.95</b> | <b>2.77</b> |  |



(ANOVA)

(10.4)

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(ANOVA)

:10.4

|     |     |     |    |       |  |  |
|-----|-----|-----|----|-------|--|--|
| *   |     |     |    |       |  |  |
| .62 | .60 | .18 | 3  | .53   |  |  |
|     |     | .30 | 42 | 12.43 |  |  |
|     |     |     | 45 | 12.96 |  |  |
| .79 | .34 | .15 | 3  | .46   |  |  |
|     |     | .44 | 42 | 18.67 |  |  |
|     |     |     | 45 | 19.12 |  |  |
| .50 | .80 | .46 | 3  | 1.38  |  |  |
|     |     | .57 | 42 | 24.07 |  |  |
|     |     |     | 45 | 25.45 |  |  |
| .59 | .65 | .16 | 3  | .49   |  |  |
|     |     | .25 | 42 | 10.62 |  |  |
|     |     |     | 45 | 11.11 |  |  |

.(0.05= $\alpha$ )

(10.4)

7.4

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لدرجة الأثر في ( $0.05 \geq \alpha$ )

حسب مجالاتها الثلاثة والدرجة الكلية

للفقرات من وجهة نظرهم

(11.4).

**:11.4**

| 10          | 10-5        | 5           |  |
|-------------|-------------|-------------|--|
| 3.73        | 3.83        | 3.47        |  |
| 2.54        | 2.90        | 2.88        |  |
| 2.71        | 2.73        | 3.00        |  |
| <b>2.81</b> | <b>3.04</b> | <b>3.03</b> |  |

(ANOVA)

(12.4)

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(ANOVA)

**:12.4**

| *   |      |     |    |       |  |  |
|-----|------|-----|----|-------|--|--|
| .53 | .64  | .19 | 2  | .37   |  |  |
|     |      | .29 | 43 | 12.59 |  |  |
|     |      |     | 45 | 12.96 |  |  |
| .21 | 1.61 | .67 | 2  | 1.33  |  |  |
|     |      | .41 | 43 | 17.79 |  |  |
|     |      |     | 45 | 19.12 |  |  |
| .77 | .26  | .15 | 2  | .30   |  |  |
|     |      | .58 | 43 | 25.15 |  |  |
|     |      |     | 45 | 25.45 |  |  |
| .34 | 1.10 | .27 | 2  | .54   |  |  |
|     |      | .25 | 43 | 10.57 |  |  |
|     |      |     | 45 | 11.11 |  |  |

$(0.05=\alpha)$

درجة

(12.4)

حسب

مجالاتها الثلاثة والدرجة الكلية للفقرات

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بسم الله الرحمن الرحيم

جامعة القدس

عمادة الدراسات العليا

معهد التنمية المستدامة

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ملاحظة: تم الحصول على إذن من دائرة الشؤون الإدارية في جامعة القدس لتوزيع الإستبانة على الموظفين.

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**الجزء الأول: البيانات الشخصية**

الرجاء التكرم بالإجابة عن هذا الجزء من الإستبانة بوضع رقم الإجابة المناسبة التي تنطبق عليك في المربع:

| الرقم | البيانات       | الإجابة                  | الخيارات  |
|-------|----------------|--------------------------|---|
| A1    | الجنس          | <input type="checkbox"/> | 1- ذكر<br>2- أنثى   |
| A2    | العمر          | <input type="checkbox"/> | 1 - 30 سنة فأقل<br>2- من 31-40 سنة<br>3- من 41- 50 سنة<br>4- 51 سنة فأكثر   |
| A3    | المؤهل العلمي  | <input type="checkbox"/> | 1- دبلوم<br>2- بكالوريوس<br>3- ماجستير<br>4- دكتوراه<br>5- أخرى أذكرها----- |
| A4    | الموقع الوظيفي | <input type="checkbox"/> | 1- إداري<br>2- رئيس قسم<br>3- رئيس دائرة<br>4 - عميد<br>5-أخرى أذكرها-----  |
| A5    | سنوات الخبرة   | <input type="checkbox"/> | 1 - أقل من خمس سنوات<br>2- من 5-10سنوات<br>3- 10 سنوات فأكثر                |

## الجزء الثاني:-

المجال الأول: أسباب الأزمات في جامعة القدس: من وجهة نظرك/ي، من الأزمات والمخاطر التي مرت بها جامعة القدس، الرجاء قراءة العبارات التالية والتي تشكل فقرات الإستبانة، وأن تحدد/ي حسب رأيك وذلك بوضع إشارة ( √ ) مقابل كل فقرة ضمن مقياس الإجابة:

أسباب الأزمات في جامعة القدس

|  |  |  |  |  |   |    |
|--|--|--|--|--|---|----|
|  |  |  |  |  |   |    |
|  |  |  |  |  |   | B1 |
|  |  |  |  |  |   | B2 |
|  |  |  |  |  |   | B3 |
|  |  |  |  |  |   | B4 |
|  |  |  |  |  |   | B5 |
|  |  |  |  |  |   | B6 |
|  |  |  |  |  | عدم مسج بيئة العمل بشكل شامل للتعرف على مؤشرات الأزمات من أسباب الأزمات في جامعة القدس. | B7 |
|  |  |  |  |  | الفساد الإداري والمالي له دور سلبي في تفاقم الأزمات في جامعة القدس.                     | B8 |
|  |  |  |  |  |   | B9 |

**المجال الثاني: الوسائل والآليات المستخدمة لدى الهيكل التنظيمي في إدارة الأزمات**  
**من وجهة نظرك/ي مدى توافر الوسائل والآليات المستخدمة لدى الهيكل التنظيمي في إدارة الأزمات:**

|  |  |  |  |  |  |     |
|--|--|--|--|--|--|-----|
|  |  |  |  |  |  |     |
|  |  |  |  |  |  | C1  |
|  |  |  |  |  |  | C2  |
|  |  |  |  |  |  | C3  |
|  |  |  |  |  |  | C4  |
|  |  |  |  |  |  | C5  |
|  |  |  |  |  |  | C6  |
|  |  |  |  |  |  | C7  |
|  |  |  |  |  |  | C8  |
|  |  |  |  |  |  | C9  |
|  |  |  |  |  |  | C10 |
|  |  |  |  |  |  | C11 |
|  |  |  |  |  |  | C12 |
|  |  |  |  |  |  | C13 |



|  |  |  |  |  |  |     |
|--|--|--|--|--|--|-----|
|  |  |  |  |  |  |     |
|  |  |  |  |  |  | C14 |
|  |  |  |  |  |  | C15 |
|  |  |  |  |  |  | C16 |
|  |  |  |  |  |  | C17 |
|  |  |  |  |  |  | C18 |
|  |  |  |  |  |  | C19 |
|  |  |  |  |  |  | C20 |
|  |  |  |  |  |  | C21 |
|  |  |  |  |  |  | C22 |
|  |  |  |  |  |  | C23 |
|  |  |  |  |  |  | C24 |
|  |  |  |  |  |  | C25 |
|  |  |  |  |  |  | C26 |

\_\_\_\_\_:

من وجهة نظرك/ي في فاعلية الهيكل التنظيمي في إدارة الأزمات والمخاطر:

| الرقم | الفقرة |  |  |  |  |
|-------|--------|--|--|--|--|
| D1    |        |  |  |  |  |
| D2    |        |  |  |  |  |
| D3    |        |  |  |  |  |
| D4    |        |  |  |  |  |
| D5    |        |  |  |  |  |
| D6    |        |  |  |  |  |
| D7    |        |  |  |  |  |
| D8    |        |  |  |  |  |
| D9    |        |  |  |  |  |
| D10   |        |  |  |  |  |

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| الصفحة | عنوان الملحق                    | الرقم |
|--------|---------------------------------|-------|
| 88     | الإستبانة بصورتها النهائية..... | 1     |
| 96     | .....                           | 2     |
| 98     | أسماء السادة المحكمين.....      | 3     |

|    |       |
|----|-------|
| 54 | 1.3   |
| 54 | 2.3   |
| 55 | 3.3   |
| 55 | 4.3   |
| 56 | 5.3   |
| 56 | 6.3   |
| 59 | 7.3   |
| 64 | 1.4   |
| 65 | - 2.4 |
| 66 | -2.4  |
| 67 | -2.4  |
| 70 | 3.4   |



|    |         |      |
|----|---------|------|
| 72 |         | 4.4  |
| 73 |         | 5.4  |
| 74 | (ANOVA) | 6.4  |
| 75 |         | 7.4  |
| 75 | (ANOVA) | 8.4  |
| 76 |         | 9.4  |
| 77 | (ANOVA) | 10.4 |
| 78 |         | 11.4 |
| 78 | (ANOVA) | 12.4 |

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.....Abstracts

|           |       |
|-----------|-------|
| 1.....    |       |
| 1.....    |       |
| 1.....    | 1.1   |
| 2.....    | 2.1   |
| 2.....    | 3.1   |
| 2..... :  |       |
| 3.....    | 4.1   |
| 3.....    | 5.1   |
| 4.....    | 6.1   |
| 4.....    | 7.1   |
| 5.....    | 8.1   |
| 5.....    | 9.1   |
| 5.....    | 10.1  |
| 6.....    | 11.1  |
| 6.....    | 12.1  |
| 7.....    |       |
| 7.....    |       |
| 7.....    | 1.2   |
| 9.....    | 2.2   |
| 9..... :  | 1.2.2 |
| 11..... : | 2.2.2 |
| 12..... : | 3.2.2 |

|          |        |
|----------|--------|
| 14 ..... | 4.2.2  |
| 14 ..... | 5.2.2  |
| 16 ..... | 6.2.2  |
| 18 ..... | 7.2.2  |
| 19 ..... | 8.2.2  |
| 20 ..... | 9.2.2  |
| 21 ..... | 10.2.2 |
| 21 ..... | 11.2.2 |
| 22 ..... | 12.2.2 |
| 22 ..... | 13.2.2 |
| 23 ..... | 14.2.2 |
| 23 ..... | 15.2.2 |
| 24 ..... | 16.2.2 |
| 25 ..... | 3.2    |
| 25 ..... | 1.3.2  |
| 25 ..... | 2.3.2  |
| 26 ..... | 3.3.2  |
| 26 ..... | 4.3.2  |
| 26 ..... | 5.3.2  |
| 27 ..... | 6.3.2  |
| 27 ..... | 7.3.2  |
| 29 ..... | 8.3.2  |
| 30 ..... | 9.3.2  |
| 31 ..... | 10.3.2 |
| 31 ..... | 11.3.2 |
| 31 ..... | 4.2    |
| 32 ..... | 1.4.2  |
| 32 ..... | 2.4.2  |
| 33 ..... | 3.4.2  |
| 34 ..... | 4.4.2  |

|          |   |       |
|----------|---|-------|
| 36 ..... | : | 5.4.2 |
| 37 ..... | : | 6.4.2 |
| 38 ..... | : | 7.4.2 |
| 38 ..... |   | 5.2   |
| 39 ..... | : | 1.5.2 |
| 40 ..... | : | 2.5.2 |
| 40 ..... | : | 3.5.2 |
| 42 ..... | : | 4.5.2 |
| 43 ..... | : | 5.5.2 |
| 44 ..... |   | 6.2   |
| 44 ..... | : | 1.6.2 |
| 50 ..... | : | 2.6.2 |
| 52 ..... | : | 3.6.2 |
| 52 ..... | : | 4.6.2 |
| 53 ..... |   |       |
| 53 ..... |   |       |
| 53 ..... |   | 1.3   |
| 53 ..... |   | 2.3   |
| 53 ..... |   | 3.3   |
| 54 ..... |   | 4.3   |
| 57 ..... |   | 5.3   |
| 58 ..... |   | 6.3   |
| 58 ..... |   | 7.3   |
| 59 ..... |   | 8.3   |
| 60 ..... |   | 9.3   |
| 61 ..... |   | 10.3  |
| 62 ..... |   |       |
| 62 ..... |   |       |
| 62 ..... |   | 1.4   |
| 62 ..... |   | 2.4   |

|          |      |
|----------|------|
| 72 ..... | 3 .4 |
| 73 ..... | 4 .4 |
| 74 ..... | 5 .4 |
| 76 ..... | 6 .4 |
| 77 ..... | 7 .4 |
| 81 ..... |      |
| 81 ..... |      |
| 81 ..... | 1.5  |
| 82 ..... | 2.5  |
| 84 ..... |      |
| 99 ..... |      |
| 100..... |      |
| 102..... |      |