

**"Public Administration of Higher Education in Palestine"**  
**"Higher education as a goal of public administration"**

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Abstract:

The Public Directorate of Higher Education in Palestine seeks to raise the quality and quality of higher education to provide outputs that contribute to the service of society and economic development, to respond to the requirements of the labor market, and to make higher education a competitive education for other regions and developed countries.

The Department measures progress in achieving the State's vision of higher education, measures a range of indicators and guides that assist in the diagnosis of this education, conducts analytical and comparative studies for its development, and guides it to achieve its objectives. This requires the development of mechanisms, Easy to use, categorize, classify, analyze, compare, update, develop and improve. These indicators should serve to achieve the objectives set, to identify unacceptable problems and situations, to respond to the concerns of decision makers, to extrapolate the results of their use, and to compare their value with reference values, across time and space.

The researcher used the descriptive analytical method. were the most important results of the study. Scientific and technological advancement imposes itself on society so we must keep pace with the development and change in the methods of education, scientific research and technological advancement in high society including Arab society, and There is a gap between developed and developing countries based on progress in science and technological development and methods of education, which has become a feature of the times and the Arab nation should start modern education, scientific research and development and the Arab nation should follow this scientific and technological development

**Introduction:**

Education has evolved over time, accompanied by the human evolution that has taken place since its inception. It was limited to religious education and the divine books, as in India, Rome and even in Islamic civilization. However, with the passage of time, education became concerned with other worldly topics such as science, medicine and others.

Education is the individual's private life and provides him with moral, religious and social aspects, which has led to education as a consumer service and a right of the individual and therefore a responsibility of the State must be cared for, planned and spent on her. However, with the publication of the famous author, "An Inquiry into the Nature and Causes of the Wealth of Nations," in 1776 A. Smith, who emphasized that in addition to the consumer benefits of education, there are other benefits that education provides Increasing the production and wealth of society in the long run, where education is an individual return when the individual finances it and returns to society when governments finance it, has helped to create a new look at education.

Higher education, as the last stage in the educational system, provides the labor market with highly formed human capital, specialized in various fields, qualified and capable of adapting to local and global technological and economic transformations, which achieve the desired economic growth.

So the importance of higher education in its outputs, not only in terms of quantity (number of holders of certificates, research), but the quality of these outputs (qualified human capital, research works for the community ...) which led to the need to pay attention to the quality of its outputs that reflect the quality of the educational process.

The success of organizations in fulfilling their mission and achieving their objectives depends largely on the efficiency of their management. Hence, every organization, regardless of its diverse and diverse activities, needs effective management characterized by the ability to pursue rapid societal changes and respond to future demands. And to keep pace with its changes, there is no doubt that the

institutions of higher education have achieved over the past decades achievements are not insignificant, but is still modest and a little in terms of quality and how the achievements of scientific research compared to other countries, Higher education institutions need a great deal of modernization and development. The emergence of higher education institutions has led to increased competition and the transformation of the education market from the limited and limited market to government institutions to an open and competitive market. Switch from traditional organizational structures into flexible organizations that are adaptable to the environment and responsive to the demands and variables of the labor markets.

And higher education in the State of Palestine is relatively recent and due to the conditions of the occupation and the consequent disabilities and attempts to stop the educational process in all stages, first found the middle schools, which taught for two years The diploma degree has been awarded since 1950. These institutions have focused on technical education and teacher training and have been administered either by the Government or by the United Nations Relief and Works Agency for Palestine Refugees (UNRWA). The universities have been established since 1970 under the Israeli occupation. These institutions were part of the Palestinian collective effort to preserve the Palestinian national identity and provide an opportunity for Palestinian youth to pursue their university studies. After many of them became difficult to travel abroad, a qualitative leap after the Palestinian National Authority (PNA) took office after the Oslo Accords of 1994.

Hence the importance of higher education in its outputs, not only in terms of quantity (number of holders of certificates, research), but the quality of these outputs (qualified human capital, research works for the community .) which led to the need to pay attention to the quality of its outputs that reflect the quality of the educational process.

In view of the quantitative and accelerating increase in the institutions of higher education and its programs, this study aims to identify public administration in higher education in Palestine.

The link between the higher education system and the administrative system, the administrative capabilities and strength affect the selection of competent staff and determine their salaries and the use of expertise and modern technology and determine the general policies of the institution and priorities of higher education in a sophisticated manner . The relationship between the public administration and the education system has increased as the public administration becomes obliged to develop educational plans and develop the administrative apparatus for education and thus implement the educational policies related to the stages of education.

**\*Main Functions of Public Administration in higher education :**

- Updating, circulating and following up the educational policies in line with the changes and issuing decisions related to academic education.
- Monitoring and reducing the annual leakage phenomenon through preventive and curative methods.
- Address the issues of the educational field (issues of students and teachers).
- Implementing pioneering programs in teaching foreign languages.
- Study the formations of schools, and provide educational, developmental and administrative centers.
- Integrating and integrating Palestinian students from Arab and foreign educational systems into the Palestinian educational system.
- To reduce illiteracy among those who did not attend basic education.
- Coordination between the Ministry and the Education Department in UNRWA.
- Licensing of private educational institutions.
- Rehabilitation of teachers, administrators and educators of children and raise their abilities and strengthen the role of educational supervision in private schools and Riyadh and follow-up cultural centers.

**\*Scientific Management Theory applied in higher education:**

Frederick Taylor this is known as the founder of Scientific Management. Taylor's approach was to increase organizational productivity by increasing the efficiency of the production process by focusing on empirical research. Especially in the

United States, where there is labor, especially at time of the twentieth century, skilled labor was few, so there was a shortage of skilled labor supply and the only way to increase productivity is by raising the efficiency of workers.

The scientific management states that the line of work should be designed so that every worker has a well-controlled and well-defined task and strictly defined methods and procedures are followed for each job. Taylor's management theory is based on the basic belief that managers are not only intellectually better than the average employee, but they also have a positive duty to supervise the employees and organize their work activities. Therefore, his theory was only used for low-level repetitive and routine tasks that could be easily managed at supervisory level. Taylor developed four principles for his view of scientific management the first principle is scientifically developing a better methodology for performing each task.

The second principle is that managers must ensure that the best person is chosen to perform the job and ensure that they receive the best training.

The third principle is that managers are responsible for making sure that the best person is selected for the position by applying the best methodology. The last principle established by Taylor is that the full responsibility for the manner of work should be removed from the worker and should be transferred to management, and the employee is solely responsible for performing the actual work.

Taylor based his management system on time studies in product lines. And he found the best ways to do the work by dividing each job into components (parts) and found the fastest way to accomplish the work by applying the time study rule as a basic principle in every component of work. He also tried to convince employers to pay a higher percentage to more productive workers. In the early parts of the twentieth century scientific management theory became so popular that its application was shown to lead to improvements in productivity and efficiency.

#### **\*Modern thought in management - modern management**

Among the most important schools of modern thought in management are:

1. The Quantitative School of Management :

This school focuses on quantitative methods such as mathematical and statistical models that help management in solving administrative problems and taking appropriate decisions. It can be divided into major divisions:

a. Operations Research :

Its purpose is to develop a number of mathematical models. Example: Assume that an industrial fork earns 10 dollars per unit of product (x1) and twenty dollars from product (x2). Therefore, the profit model of this company appears as follows:

$$y = 10x_1 + 20x_2$$

This function is called the profitability function, which is related to the number of units sold of (x2), (x1) and assuming that it sold a thousand units of (x1) and two thousand units of (x2)

$$(2000) 20 + (1000) 10 = Y$$

B. Operations Management :

Operations management contains many activities and processes related to transforming inputs into outputs in the form of goods or services, and many mathematical methods such as linear programming and business network models are used. All these methods can be applied to management in the areas of production and operations.

**\*Modern theories applied in higher education:**

Modern theories are among the most important theories that can be applied in any institutional system, and specifically in higher education institutions, which we seek in this study. For public administration based on modern public administration theories. There is no doubt that the situation in Palestine needs a lot of studies and a lot of tools, human and material resources, and it faces many challenges that must be addressed so that it becomes at the level of developed countries and is considered one of the modern countries in management and does not have any capabilities but seeks to introduce modern administrative models in order to advance its institutions .

**\*The intellectual framework of public administration:**



The first pioneers of the scientific management movement have contributed to strengthening the foundations and principles that underpin the science of management in the field of private projects, as well as in the independence of the administrative function as a distinct function from the other functions of these projects. After that he started thinking to benefit from the studies that were done in the field of private projects and their application in the field of the government sector, after developing and adapting them and what is consistent with the administrative system. This entailed that public law jurists were interested in studying the principles and principles of scientific management, and established specialized institutes to study this science, and the study of public administration was also introduced in many universities of the world.

### 1 - The Classical School (Traditional)

The classical school includes a number of administrative theories that appeared at the end of the nineteenth century and the beginning of the twentieth century, and these schools have appeared in Europe and America, and the most important of these theories are:

A-The bureaucratic theory of the German sociologist Max Weber, and it is concerned with the establishment of an ideal administrative bureaucracy, which contains an administrative and office division, and has areas of specialization, and it has rules and instructions, and the authorities are defined and distributed according to rules and mechanisms, and depends on following sound scientific logic In interpreting matters, it rejects non-scientific beliefs, as it separates ownership and management.

B-Henry Fayol, James Mooney & Alan Reily, Theory of Totalitarian Management.

Henri Fayol noticed that management is a common thing in all human activities (home, school, hospital, workshop, ...) and all these activities require performing five basic functions, though different in varying degrees, and these five functions are: planning, organizing, Ordering, coordination and oversight.

As for James Moni and Alan Riley, they reached the conviction that every organization should be based on the following principles:

- 1) The principle of hierarchy: a system that divides employees into chiefs and subordinates, as well as the division of labor and specifies job duties and responsibilities.
- 2) The functional principle: that is, the functional specialization and the difference in the functional specialties
- 3) The principle of coordination: Coordination is necessary in management, and it is necessary to coordinate efforts to achieve the overall goal.
- 4) The principle of separation between advice and implementation: The advisory body provides advice and recommendation, while the executive has the right to make and implement decisions, which is concerned with monitoring and supervising workers and punishing them when they fail.

## 2 - The theory of scientific management:

which is one of the studies carried out by three of the pioneers in this field: Fredrick Taylor, Henry Gant, Frank and Lilian Gilbreth. The reason for the emergence of these theories was the great economic growth, the emergence of large institutions and companies with huge capital, the emergence of new problems with these institutions that were not known before, the feeling of factory managers that inflated and accumulated individuals and machines their need for new ways to improve performance and new methods to reduce costs and costs so that This is more beneficial to them, Frederick Taylor believes in the need to study work scientifically so that managers can access the right way to do business, and Taylor believes that efficiency in business can be improved through diligence, interest, training, job specialization and material stimulation, because industrial development creates two types of problems (technological and human) that Management must confront it, this is why Taylor's scientific approach to management can be summarized into four essential management principles:

- a) Collecting information in a scientific and thoughtful way about the ideas and experiences of the workers, and using scientific methods to discover the main parts of the work.



- b) Selecting and training employees, developing their skills, creating a spirit of cooperation between them, and uniting their efforts to work as a group instead of working as individuals.
- c) The division of labor between management and workers so that each of them does the work that suits them, leading to productive efficiency in the project.
- d) Financial stimulus: Taylor believes that it is necessary to secure a plan to raise productivity motivation for workers in order to provide the greatest possible effort, and for this reason he called for a system of financial incentives to be commensurate with the size of the worker's production and that this incentive is linked and dependent on the worker's wages.

As for Henry Gant, who was a Taylor colleague, he was largely consistent with Taylor's theory, but he was more sympathetic to the workers, and it is preferable that the wage of the worker is not related to the amount of production, but rather to be paid the worker has a fixed daily wage, which helps him to provide a decent life.

Frank and Lillian Gilbreth: They devised modern methods to improve work performance by studying and analyzing the movements used during work and reducing them and simplifying procedures to the lowest possible level, which increased the efficiency of the worker productivity.

### **3- The Modern Traditional School (Human Relations Movement) :**

through experiments conducted by the research team led by Mayo Rotheberg in 1937 in the making of Hawthorne of Western Electric, Chicago, the team found that the performance of workers depends on factors other than wage rates and other than material conditions. The Hawthorne experiences were a turning point in management and in the analysis of human behavior, and they became the basis for what is then called the Human Relations Movement. Management writers have realized that human behavior is complex and represents a driving force at work, and that workers are not just data in the enterprise system, but rather have needs and desires that the organization must consider with consideration. Therefore, the modern traditional school focused on organizing in terms of social and psychological factors, as well as taking into account

the impact and importance of the informal organizations that exist within the organization, and looked at the individual with his emotional, social and psychological composition and the values, opinions, beliefs, ideas, aspirations and human tendencies he holds, which showed the importance of the individual as an element It is key to organizing, not as a productive tool or machine that is free from sense, feeling, emotions, ideas and needs .The scientist McGregor introduced a theory he called the theory X, Y where X is the traditional view, that is, the classical theory that looks at organizational relations at work. Because the organizational relationship touches on various aspects of the social and economic life of the members of the organization.

#### **4- Modern organizational theories:**

After the Second World War and the technological advances produced by the war, the products diversified, the means of communication improved and the organizations inflated, which complicated the decisions that managers must make, and the business leaders became in need of a new and more advanced basis in solving the problems of work and business administration, these developments and changes resulted in new and contemporary schools and administrative entrances, which are the systems entrance, and the possibilities entrance.

#### **5-Introduction to Systems (Churchman):**

Churchman believes that we should look at the organization with a holistic view, and that the system is intertwined parts (city, hospital, school, bank, ....), and Churchill also believes that looking at the organization as a system helps to know The different parts, divisions, and subsystems of an organization are overlapping parts that must work to achieve the organization's goals. Determining the optimum level of inventory will affect all other departments, will affect the production department, the sales department, the finance department, and so on.

#### **6- Parking Attitude (Burns and Stalker):**

The position approach believes that the organization's specialization and the method of management depend on the type and nature of the tasks that the organization seeks to achieve. That is, it is preferable to resort to the classic entrance if the work is

characterized by routine, such as textile factories, sugar factories, leather factories, and resort to the behavioral entrance in activities that require a degree of creativity and commitment, such as electronics factories and companies and research centers.

### 7- behavioral school:

The twenties and thirties of the last century witnessed a series of strong changes in all countries of the world, so migration started from the countryside to cities, individuals increased dependence on each other, mechanization increased, the degree of specialization in work increased, as well as the degree of overlap in business and people became living in an era Rapid growth, and governments at the same time began to increasingly interfere in economic affairs, as a set of laws were issued that limit huge industrial monopolies, as well as social movements calling for a minimum wage, encouraging the establishment of trade unions, and It grows in those societies trends anti-individual, and people began to wonder whether the philosophy based on individual hard work and maximize profits for the controversy does not accept. Between the years 1929 and 1939 a great depression occurred in the world, unemployment rose among workers, incomes decreased, business collapsed and morale fell, and a new social philosophy emerged that focuses on the importance of the group, that everyone be together, and the need for government intervention. As a result of the recession that occurred in these societies, new activities emerged, which are research and development activities, which led to the creation of various new products that need jobs that enjoy a greater degree of innovation and independence on the part of workers. During the same period, experiments were conducted on a group of workers to ensure that the assumption of the classic management, which sees that the physical conditions surrounding the work affect the performance of the workers, and then the performance is improved by improving the working conditions through lighting, ventilation and wage rates. These experiments were conducted at the Hawthorne factory, which is a subsidiary of Western Electric, and the results were contrary to expectation. It was found that improving the performance of workers depends on factors other than material conditions and not the average wage. These experiences have led to the discovery that

empathy with workers, attention to their personal problems, and dealing with them as persons with an entity, value, distinction and importance gives more incentive and motivation for workers to improve their performance. The results of the Hawthorne experiments as well as the new demand for independence and innovation on the part of workers during this period led to a new behavioral approach to management. That period represented the basis for what is then known as the movement of human relations, and the book began to realize that human behavior at work is a complex behavior and represents a driving energy when dealing with it right, as the management book realized that workers are not just data in the establishment system, but have needs and desires that the organization must And those in charge of it have to fulfill it.

### **8-Z theory in management: (or the Japanese theory of modern management):**

It is the best and most recent theories currently applied in major international companies and that have proven their usefulness to establishments and government departments and others, and the basis of the theory is, that the relationship between management and workers prevails:

- 1- Familiarity.
- 2- Affection.
- 3- Full confidence.

The theory did not neglect the individual differences between workers. Instead of stereotyping them, the theory created an integrated and integrated environment between management and workers. It is based on building work teams with one specialty and under the supervision of the group manager and may be less in terms of rank and position than another person working within the same team. This is called the leader, and there is a big difference between the leader and the manager. The leader is the one who leads a team towards achieving a specific goal, and the manager is the one who sets strategies, researches goals, manages them, and distributes tasks among his employees. The Z theory came in line with the accumulated intellectual intellectual product in Japan. In Japan, their first deity and their only deity were the emperor, and the emperor was the ultimate ruler of the Japanese Empire. And when war broke out between Japan

and America, America demolished a great edifice of the Japanese, namely, the Emperor! Beginning in 1953 AD, the shift in the way of administration in Japan began. The principle of the theory for the Japanese is: worshipping work and increasing production, so the punishment has become for the Japanese, preventing them from working. In its early days, the Japanese administration aimed to form teams, in the first semesters of the study. In Japan, there is no individual success for one person, but there is the success of an integrated group! In one chapter a working group is formed, and they are trained on how to choose the team leader. One exam paper is given to the entire team and is solved between them all !! Success is scored for everyone and failure too. This practical environment created a production of what is called ZeroError, or zero error. It means that, on the production line, outputs with an industrial defect are zero percent. And in this healthy environment for work, I came out with the so-called Total Quality Management or TQM. As the concept of JIT appeared, that is, there are no sit-ins, there are no official holidays, there is only work and work, and production is increasing with time, until they come to the so-called intraday supply, so that the stock is equal to zero. They do not need large stores that take large places in a country that is crowded with working people. The Japanese management style depends on the theory of comprehensive quality management, or the so-called Deming Principles, which is the American economic manager who developed it for the Japanese, and it is a system of principles, tools and practices that aim to achieve customer satisfaction. Quality management helps achieve the goal by eliminating defects and errors that may be involved in the product or service, adding strength to the design that produces the product, speeding up the service, reducing costs and developing quality of work all by changing the culture of organization.

### 9- Administrative thought in Islam:

The Islamic public administration is the main axis of belief and faith, and in them the individual Muslim extends the personal and worldly benefits to the capacity of the divine mandate that made all life for God, and that the goal of human creation is worship and succession in the land to achieve the Almighty's saying, and I did not



create jinn and man except to worship (56) Of sustenance and what I want to feed) (57) vows. And the administrative thought in Islam may be with the prophetic migration to Yathrib, where an Islamic nation formed its constitution based on the Qur'an, which took justice, ideals, and decent morals as its weapon, then was followed by the rightly guided caliphs who supported this state and established an Islamic empire from the East to Morocco, and here the concept of function appeared General and the principle of delegation of authority. The expansion of the Islamic caliphate authorities led to the expansion of the bureaus, which were represented in the following groups:

- 1) Collections related to letters and correspondence.
- 2) Collections related to administrative and financial affairs.
- 3) Collections of military affairs.
- 4) Collections of country affairs.

Islamic administrative thought is an integrated thought that can be applied at any time and place, as it contains the following principles:

- 1) The Muslim observes his religion in the tasks and tasks assigned to him.
- 2) Adopting the principle of shura in the individual's dealings with his superiors.
- 3) Self-censorship by the individual and derived from his religion.
- 4) The Islamic administration applies the principle of dividing work, merit and remuneration to work.

Islam has dealt with all human issues, and put decisive solutions to all its problems and crises. It was one of the most important things that concerned me with general political and administrative issues because they are related to the life and fate of Muslims, so he set general rules and foundations for them and he was not subject to formal details. This is a unique feature of Islam, as it has been proven that except for the foundations and principles of details, it is subject to diligence, opinion, alteration and change whenever necessary. Thus, the administration in Islam is capable of taking many forms depending on the different circumstances and the successive social phases. In an attempt to consolidate administrative research from the perspective of Arab-Islamic administrative



thought and to find out the organizational foundations and methods that guarantee contemporary employment of the Arab-Islamic administrative heritage.

The emergence of Cameral Sciences in Prussia, which preceded the Administrative Sciences, is the beginning of the real development in the study of public administration, when feudal lords felt their need for funds and showed them the importance of sound management and the need to study the foundations of the practice of the management profession, i.e. government work, Public administration was seen at the time as a stand on some of the profession's secrets and tricks. The developments continued and interest in administration increased until its peak reached when Frederick William the First Emperor of Prussia established the first chair for administrative studies in 1727 AD, and developments continued in Germany, France, Belgium, Spain, Italy, Yugoslavia, Turkey, Brazil, the United States, and Egypt since the time of Muhammad Ali, until it reached Public administration - as a field of study and research - to what we know today.

#### \*Conclusions

1. Scientific and technological advancement imposes itself on society so we must keep pace with the development and change in the methods of education, scientific research and technological advancement in high society including Arab society.
2. There is a gap between developed and developing countries based on progress in science and technological development and methods of education, which has become a feature of the times and the Arab nation should start modern education, scientific research and development and the Arab nation should follow this scientific and technological development.
3. University and higher education in the world and the Arab world is of great importance, where education must be linked to comprehensive development plans, including scientific research and technological progress in the training and rehabilitation of the leadership elements in society, trained and qualified human resources are able to lead comprehensive development plans and thus the

universities are a factory for Arab leaderships. Political, economic, social, cultural, scientific and preservation of national and national identity in the context of globalization, information and technology.

4. There are obstacles facing education and scientific research and technological development in the Arab world, including (political, administrative, financial, social, cultural, and public).
5. The Arab nation can promote scientific research and technological progress through attention to education, sustainable development and a sense of responsibility that lies with the basic, secondary and university educational process and its research centers by developing teachers and professors professionally and scientifically, university student, university curricula, university administration and the role of the state in providing all Material and moral requirements and the role of society in promoting scientific research and technological development.

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