

## **The Reality of Organisational Resilience in the Palestinian Ministry of Education and Higher Education in Southern Governorates**

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*Received* 13/8/2018

*Accepted* 29/1/2019

### **1. Abstract:**

*This study aimed to identify the reality of organisational resilience in the Palestinian Ministry of Education and Higher Education in the Southern Governorates. In order to achieve the study objectives, the researchers adopted the analytical descriptive methodology. The questionnaire was used as a tool for collecting data. The study population represented (384) employees, and a random sample of stratified representative of the study population was taken according to the job title. (220) questionnaires were distributed and (196) valid questionnaires were received for statistical analysis. The study found that the availability of the organisational resilience in the Palestinian Ministry of Education and Higher Education in the Southern Governorates was moderate (% 66.46). The study finds that there is a high degree of "Resilience ethos" dimension in the ministry (% 69.81). While the other three dimensions were available in a moderate degree, wherever the situation awareness gained % 65.09, and the Management of keystone vulnerabilities gained % 66.6, and the Adaptive capacity dimension gained % 64.35. The study also found that there were statistically significant differences between the responses of the respondents to the status of organisational resilience in the Palestinian Ministry of Education and Higher Education in the southern governorates due to the gender in favour of females. Also there is a statistical differences between respondents' attributed to the scientific qualification into favour of the holders of diploma degree and less, and the absence of statistically significant differences between the answers of the respondents due age, job title, and years of experience. The study recommended strengthening the organisational resilience of the ministry through spreading the culture of learning from mistakes, and staff training to reduce the time required to return to normal work after any crisis, with attention to the planning process*

*and especially the financial planning to provide adequate funds' reserve for any emergency. To simulate any emergency circumstances that may face the ministry in the future, with the need to increase the degree of authorisation to take decisions and adopt modern concepts such as administrative empowerment.*

## 2. الملخص

هدفت هذه الدراسة إلى التعرف على واقع الصمود المنظمي بوزارة التربية والتعليم العالي الفلسطينية في المحافظات الجنوبية، ولتحقيق أهداف هذه الدراسة اعتمد الباحثان المنهج الوصفي التحليلي، حيث استخدمت الاستبانة كأداة رئيسية لجمع البيانات، وتمثل مجتمع الدراسة في كافة الموظفين العاملون بالوزارة والبالغ عددهم (384) موظفاً، وقد تم أخذ عينة عشوائية طبقية ممثلة لمجتمع الدراسة وفق المسمى الوظيفي، وتم توزيع (220) استبانة، وتم استرداد (196) استبانة صالحة للتحليل الإحصائي.

وقد توصلت الدراسة إلى أهم النتائج الآتية: إن واقع توافر الصمود المنظمي بوزارة التربية والتعليم العالي الفلسطينية بالمحافظات الجنوبية كان بدرجة متوسطة (66.46%) حيث توافر بعد القدرة على الصمود بالوزارة بدرجة كبيرة بوزن نسبي (69.81%)، بينما توافرت الأبعاد الثلاث الأخرى بدرجة متوسطة. حيث حصل بعد "الوعي بالموقف" على وزن نسبي (65.09%)، وبعد "إدارة نقاط الضعف المفصلية" على وزن نسبي (66.6%)، وبعد "القدرة على التكيف" على وزن نسبي (64.35%). كما توصلت الدراسة إلى وجود فروق ذات دلالة إحصائية بين إجابات المبحوثين لواقع الصمود المنظمي بوزارة التربية والتعليم العالي الفلسطينية في المحافظات الجنوبية تعزى لمتغير الجنس لصالح الإناث، وفروق إحصائية بين إجابات المبحوثين تعزى لمتغير المؤهل العلمي لصالح حملة درجة الدبلوم فأقل، وعدم وجود فروق ذات دلالة إحصائية بين إجابات المبحوثين تعزى لمتغير العمر، والمسمى الوظيفي، وسنوات الخبرة.

وقد أوصت الدراسة بضرورة تعزيز الصمود المنظمي للوزارة من خلال نشر ثقافة التعلم من الأخطاء، وتأهيل الموظفين وتدريبهم لتقليل الوقت اللازم للعودة للأعمال الطبيعية بعد أي أزمة، مع الاهتمام بعملية التخطيط وخصوصاً التخطيط المالي لتوفير احتياطي تمويلي كافي لأي طارئ، مع ضرورة استخدام أحدث التقنيات والبرامج للقيام بعملية المحاكاة لأي ظروف طارئة يمكن أن تواجه الوزارة مستقبلاً، مع ضرورة زيادة درجة التفويض لاتخاذ القرارات وتبني مفاهيم حديثة كالتمكين الإداري.

### **3. Introduction:**

In recent years, the concept of resilience has gained popularity as a trait of an organisation to thrive in a dynamic and volatile business environment (Chan, 2011). Organisational resilience is the two-fold ability to absorb environmental change and crisis without significant loss of organisational effectiveness; while also being able to remain adaptive during the crises (Syrett & Devine, 2012). Organisational Resilience represents the bouncing back and adaptive qualities and capabilities that enable an organisation to survive and sustain during turbulent periods (Yilmaz Borekci et al., 2015).

Since 2010, business resilience started to flush out as an important concept of organisations that work in war and conflict zones (Bullough et al., 2014). Prior researches express the paradox of organisations that work in emergence and persistence under adversity (Branzei & Abdelnour, 2010). Many previous studies observed greater organisation activities after disasters (Tang, 2006), economic shocks (Skoufias, 2003), conflict, and war (El Jack, 2007). It should be noted that while the term resilience is often invoked in the literature, it has received little independent attention in the product innovation context (Akgün & Keskin, 2014).

Organisations must strive and continually adapt in order to sustain competitiveness and remain viable within uncertain environments. Through turbulent economic, social and environmental periods, organisations will experience disruptions and discontinuities. These disruptions can pose several threats to the incumbency of an organisation (Burnard & Bhamra, 2011).

### **4. Research problem:**

Gaza Strip suffers from paralysis and semi-stop to develop services because of the Israeli blockade, in addition to three wars launched by Israel over the course of six years that destroyed most of the basic capabilities ([www.palestineconomy.ps](http://www.palestineconomy.ps)). A paper for policy analysis of the higher education crisis in West Bank and Gaza strip showed that the higher education sector in the Gaza strip suffers from multiple crises. Meanwhile the Israeli Occupation was the main reason of it; Israeli Occupation has been working continuously to create an environment that is not conducive to the development of the education sector, through the siege and obstruction of the educational process (Bader et al., 2016).

Hadidy (2009) stated that there are many problems in the Ministry of Education and Higher Education in Gaza Strip. As lack of crisis indicators, poor participation of staff in the planning process, duplication of decisions, and weak creativity because of the daily work. Therefore, he proposed scenario to develop the administrative role of the higher education leadership in the Ministry of Education and Higher Education in the light of modern administrative thought.

While our study aims to examine the presence of the organisational resilience among the Ministry of Education and Higher Education to build a clear understanding of the continuity of the education service under the presence of the conflict.

Organisational resilience includes situation awareness, management of keystone vulnerabilities, and adaptive capacity (lee et al., 2013; Mcmanus, 2008; Mcmanus et al., 2007). however theoretical and realistic researches on organisation that work in Palestine remains limit, mainly if we are measure the organisational resilience among them. The research problem can be expressed in the following main question:

*What is the reality of organisational resilience in the Palestinian Ministry of Education and Higher Education in the Southern Governorates?* This question can be divided into the following sub-questions:

1. What is the reality of resilience ethos in the Palestinian ministry of education and higher education in The Southern Governorates?
2. What is the reality of situation awareness in the Palestinian Ministry of Education and Higher Education in The Southern Governorates?
3. What is the reality of management of keystone vulnerabilities in the Palestinian Ministry of Education and Higher Education in The Southern Governorates?
4. What is the reality of adaptive capacity in the Palestinian Ministry of Education and Higher Education in The Southern Governorates?
5. Are there statistically significant differences in the answers of the respondents concretely the reality of organisational resilience in the Palestinian Ministry of Education and Higher Education in The Southern Governorates due to (gender, age, scientific qualification, job title, and years of experience)?

**5. Why organisational resilience research is important:**

The importance of this study relies on searching one of modern and important subjects of the management science "*organisational resilience*". The prevailing nature in modern business organisational environment is the change or even fast change, and this change combined with lots of crises and problems that organisations face despite of their sizes and abilities to achieve the desired goals and vision.

Palestine lives under occupation and suffering from the unjust siege, wars, and internal political division, which affect all organisations and the nature of the services that they provide to the local community.

The Palestinian Ministry of Education and Higher Education has many plans and strategies to deal with the various emergencies that may face in order to ensure continuity and sustainability in providing educational services to the community. According to our exploratory study, there is a big deficiency that decision makers in the ministry have in order to find methods to face frequent and hard crises that the ministry might face, at the level of planning thinking, organisational structures, or investment of human resources, technology or knowledge and other organisational requirements. Education services are continued to be offered in the Gaza Strip despite of all the crises that Gaza faces.

This study will shed the lights on the reality of organisational resilience (Resilience ethos, situation awareness, management of keystone vulnerabilities, and adaptive capacity) in the Palestinian Ministry of Education and Higher Education in the Southern Governorates. This will be followed by the most important results and recommendations that can help to increase the resilience of the Ministry to cope with disasters and various crises in the way that does not affect the quality of educational service provided. In addition, it will provide guidelines for other researchers who interested in modern topics.

## **6. Research objectives:**

- 1- Explore the reality of the organisational resilience in the Palestinian Ministry of Education and High Education in the Southern Governorates.
- 2- Explore the availability degree of the resilience ethos in the Palestinian Ministry of Education and High Education in the Southern Governorates.
- 3- Explore the availability degree of the situation awareness in the Palestinian Ministry of Education and High Education in the Southern Governorates.
- 4- Explore the availability degree of the management of keystone vulnerabilities in the Palestinian Ministry of Education and High Education in the Southern Governorates.
- 5- Explore the availability degree of the adaptive capacity in the Palestinian Ministry of Education and High Education in the Southern Governorates.

## **7. Research methodology:**

A descriptive methodology will be used in this study because it is more suitable to describe the context or a situation as they exist through the research questions.

The study population consisted of (384) employees working in the ministry in the southern governorates. This statistic obtained through an interview conducted by the researchers with the director of the human resources department at the ministry. A random stratified sample was taken to represent the study population according to the job title, which was estimated by (192) individuals after calculations according to statistical equations.

The researchers adopted the international model of Lee et al. (2013) and McManus et al. (2008) to collect the data.

The data collection method is a questionnaire, which works best with standardised questions that will be interpreted the same way by all respondents (Saunders et al., 2009). Structured questionnaire including closed-ended questions format will be used, the first section concerns with personal traits and characteristics of targeted sample, while the second section focuses on the four variables of the study (resilience ethos, situation awareness, management of keystone vulnerabilities and adaptive capacity), questions' format in the second section provides (1-5) scale answers.

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Statistical Package for Social Studies (SPSS) will be used to analyse the data. The data will be analysed using:

1. Pearson correlation
2. Means and percentages.
3. One Sample T-test.
4. T-test independent sample will used to measure the statistical differences in mean between gender 2 groups.
5. One – Way Anova test will be used to measure the statistical differences in mean between more than two groups.

### **8. Literature review:**

#### **8.1. What is organisational resilience?**

Resilience is a sociotechnical, and multidimensional phenomenon that identifies how individuals, as people, or groups, manage uncertainty (Lee et al., 2013).

Recently, the resilience concept has increased academically. It is a successful adaption within organisations yields an important avenue for future research. (Sullivan-Taylor & Branicki, 2011).

Resilience can be defined as working during emergencies and crises with delivering the ability to operate efficiently, effectively, and competitively as a normal business. (Gibson, & Tarrant, 2010).

McManus et al., (2008), McManus et al., (2007), and Lee et al., (2013) agreed on a base to explain the organisational resilience. All define the organisational resilience by four dimensions: a procedure of an organisation's situation awareness, management of keystone vulnerabilities and adaptive capacity.

While the researchers define the organisational resilience as: the organisation's ability to predict events and be ready to them and adapt itself with the sudden circumstances in order to survive and work as normal.

#### **8.2. Resilience Ethos:**

Resilience ethos is an entrepreneurial activity, which is widespread under crisis. It is considered as a sensitive indicator of the resolution to recover from the disruption, and destruction caused by terrorist events in conflict zones in general and Gaza in particular. (Branzei & Abdelnour, 2010).

The researchers identifies the resilience ethos by: the availability of activities that contains in its core the philosophy of face and resist the risks during emergency.

### 8.3. *Situation Awareness:*

It is important to organisations to understand that they do not work alone if they are aiming to navigate a crisis successfully. They must recognise themselves as a part of a big network (McManus et al., 2008).

Situation awareness is defined as a stander to measure the organisation's perception and understanding of its entire operating environment. This includes the ability to look forward to opportunities as well as potential crises. Along with the ability to identify crises and their consequences in an accurate way (Lee et al., 2013).

The researchers defines the situation awareness as: the level of perception of the nature of conditions that the organisation exposed, either these conditions are threats or opportunities.

### 8.4. *Management of keystone vulnerabilities*

McManus et al define the keystone vulnerabilities as "*components in the organizational system, which by their loss or impairment have the potential to cause exceptional effects throughout the system*" (McManus et al. 2008).

The researchers identify the Management of keystone vulnerabilities as: the organisational key-parts that should be protected and carefully managed because its loss will cause a huge reflections.

### 8.5. *Adaptive Capacity*

The concept of adaptive capacity is at the core of current organisational resilience methodology. Adaptive capacity is defined as the ability of an enterprise to alter its "*strategy, operations, management systems, governance structure, and decision-support capabilities*" (McManus et al. 2008; p. 83).

The researchers identify the adaptive capacity as: the organisation's ability to change in a way to develop its performance to response effectively to the counter changes on the organisation's work environment.

## 9. **Results' discussions:**

According to the results in the Table (1), "Personal Characteristics of the study sample for Questionnaire", the percentage of males reached 80.6%. While the proportion of females was 19.4%, **the researchers refers** this to the prevailing nature of the Palestinian society, which is classified as a male society.

As for the distribution of the research sample by age variable, the results of the research showed that the largest percentage of the



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sample was for the age group (30-39), which was 41.3% of the sample. **The researchers attributed this** to the crisis of Palestinian division (internal conflict) that took place in 2007, where many of the ministry's employees declined to take responsibility for their government work. This led those in charge in the southern governorates to undertake a new recruitment and appointment process to fill the vacancies in the ministry. The largest share of recruitment was for youth and graduates in that period. Their average age at the time of the research is (30-39) years. This was one of the crises experienced by the ministry, despite its severity; the ministry was able to continue providing the education services to citizens striking a strong example of the resilience of the organisation.

The study also found that the majority of the sample members are holders of bachelor's degree, with 58.7%. **The researchers believe** that this is an indication of the availability of scientific proficiency among the members of the research sample, which is consistent with the requirements of work and employment in the Palestinian labour market that requires at least a bachelor's degree. There is also a noticeable interest among the ministry's staff in obtaining advanced academic degrees such as master's and doctoral degrees due to the awareness of the sample's members of the importance of self-development in their scientific fields.

The results showed that 55.1% of the sample were employees who did not perform any of the administrative functions, while the rest of the percentages were divided among the respondents in leading management positions. **The researchers refer this** result to the nature of the prevailing organisational structures in the Palestinian government ministries, which are dominated by the central pattern, that leading to the emergence of multiple administrative levels, and largest proportion of the employees are at the lower levels of the ministry structure.

As for the number of years of practical experience, the largest percentage for the category between (11 – 15) years by 40.3%. **This shows** that a large part of the research sample has lived the many crises in the southern provinces in recent years. They have the ability to identify the status of the organisational resilience of the ministry, and this corresponds largely with the results that have emerged for the variable age group.

Table (2) and table (3) on the other hand show that:

- **"Resilience Ethos"**: the respondents showed a high degree of approval, as the averages ranged between (3.43 - 3.64) and weights ranged between (68.57% - 72.76%), except for the third paragraph, which states that "Our organisation has a culture where it is important to make sure that we learn from our mistakes and problem". The average score is 3.35 (the total score of 5), and the relative weight is 67.04%. This means that there is a moderate approval by the respondents on this paragraph. **The researchers attribute this** result to the need for employees to take advantage of the previous experiences that the ministry has to address the various threats, which will contribute to increase the level of organisational resilience and therefore it will increase the possibility of continuing its work in appropriate way.
- **"Situation Awareness"**: All the paragraphs of the "Situation Awareness" obtained a moderate approval score, ranging between (2.8 - 3.39) and weights between (56% - 67.8%). Except for the seventh paragraph, which states that "Most people in our organisation have a clear picture of what their role in in the organisation", the arithmetic mean was 3.44 (the total score of 5), the relative weight was 68.8%. This means that there is a high approval by the sample members on this paragraph. **The researchers refers this** to the Ministry's interest in selecting qualified staff and work continuously to clarify their duties and responsibilities to prevent duplication and conflict in performance or roles, and this means readiness for any emergency that may affect the organisation's ability to be ready for any crisis. The tenth paragraph states that "All staff members have sufficient amount of flexibility during carrying out their duties and responsibilities at work." With a mean of 3.43 (the total number was 5), the relative weight is 68.6%. This means that there is a high approval by the sample members on this paragraph. **The researchers attribute this** to the Ministry's awareness of the surrounding environment, which is characterised by change and disturbance. Moreover, this requires giving the employees enough response to any changes during work in a way that allows achieving the required objectives.
- **"Management of Keystone Vulnerabilities"**: Most of the paragraphs of this dimension obtained a moderate degree of approval. The averages ranged from (3.12 to 3.4) and weights from (62.45% - 67.96%) except for the following:

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- Paragraph thirty-five, which states "Our organisation keeps in contact with organisations that it might have to work with in a crisis." where the arithmetic mean = 3.54 (the total score of 5), and the relative weight = 70.71%, meaning that there is big approval of the sample on to this paragraph. **The researchers believe that** this result reflects to the continuous coordination among these organisations, especially in the time of crises.
- Paragraph thirty-six, which states that "Our organisation understands how it is connected to other organisations in the same field or location, and actively manages those links." with an arithmetic mean of 3.49 (total is 5) and its relative weight of 69.9%. This means that there is a high degree of approval by the members of the sample on this paragraph. **The researchers refers this** to the Ministry's possess sufficient experience in the field of coordination and communication with organisations related to the field of services.
- Paragraph twenty-one states: "Your organisation have a formal written crisis/emergency or business continuity plan.", where it reached the arithmetic average of 3.48 (the total score of 5), the relative weight is 69.59%. **The researchers refers this** to the Ministry's follow-up of the continuous planning methodology to confront any crises in order not to stop working and ensure the continuity of services to the community. Moreover, this is a formal plan and therefore binding on all relevant parties within the ministry to implement when necessary, which is necessary to promote organisational resilience.
- Paragraph twenty-three, which states: "Your organisation has done any formal planning for a specific hazard or risk (such as flu pandemic)." with an arithmetic mean of 3.45 (total score of 5), its relative weight is 69.08%. This means that there is a high approval among the sample members on this paragraph. **The researchers refer this** to the Ministry's previous experience in carrying out the planning process in order to face any risks. This is considered as a positive point that the Ministry possesses and enhances the degree of organisational resilience.
- Paragraph twenty, which states: "Given our level of importance to our stakeholders I believe that the way we plan for the unexpected is appropriate ", with an arithmetic mean of 3.42 (the total score of 5), and with relative weight is 68.37%. **The researchers refer**

**this** to the fact that the planning process that the Ministry carried out to confront any emergency or crisis, took into consideration all its stakeholders such as students, community, suppliers and any bodies related to the work of the ministry. This reflects the awareness status in the ministry of the importance of these parties and considering them as a protection shield that strengthen the organisational resilience of the ministry.

- **Adaptive capacity:** Most of the paragraphs obtained a moderate approval score, with an arithmetic mean ranging from (2.79 to 3.35), with weights ranged from (55.71% to 67.04%). With the exception of paragraphs forty-two and forty-three, which state: "Our organisation has a vision or mission and it is formalised in a written statement.", and "When I read my organisations vision or mission statement I recognise it as reflecting the values that we aspire to". The arithmetic mean is 3.45 (the total score is 5), that means that the relative weight is 69.08%. This means that there is a high approval by the respondents on these two paragraphs. **The researchers refers** that to the efficient strategic plan of the ministry, along with the proper study of the nature of the internal and external environment of the organisation that results in a clear vision and strategic view understandable for all the staff members.

In general, the arithmetic mean of the organisational resilience is 3.32, and the relative weight is 66.46%, while the value of T 7.606, and the significance level is 0.000 indicating that the level of organisational resilience in the Palestinian Ministry of Education and Higher Education in the Southern Governorates was average. **The researchers refer this** to the Ministry's expertise in the field of emergency response, where the predominant feature of the work in the southern governorates is to work under continuous pressure. This is due to the conditions of occupation and recurrent wars, along with the problems of the Palestinian division, and the state of political and financial siege, the continuous closure of borders and prevent the movement of the public between the southern provinces and the rest of the country's provinces or with the outside world. All these factors imposed an instable, changeable, and harsh work environment on the ministry, which help the ministry to continue to seek durable solutions to strengthen its organisational resilience to provide the education service in a best way.

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To test the differences in the answers of the respondents according to gender, T Test and the result illustrated in table No. (4) shows the following results: The p-value (sig.) equals 0.000, which is smaller than 0.05. And the absolute value of T test equals 3.950, which is greater than the value of critical value that is equal 1.98, that is means there are significant differences among the respondents' answers regarding the level of the Organisational Resilience due to gender in favour of female.

**The researchers refer this** to the nature of the sensitivity of the female group, especially during the times of crisis and emergency, and the nature of Palestinian society, where women give priority to protect the resilience of their family before anything else.

To test the differences in the answers of the respondents according to scientific qualifications, the researchers used the One-Way Anova Test and the result illustrated in table no. (5) shows the following results: the p-value (Sig.) is smaller than the level of significance  $\alpha \leq 0.05$  for the variable "Scientific Qualification", then there is significant difference among the respondents about Organisational Resilience level due to Scientific Qualification, It was concluded that the personal characteristics Scientific Qualification has an effect on Organisational Resilience level toward Diploma.

**The researchers attributed this** to the fact that employees with diplomas degree or less are less aware of understanding of the subject of organisational resilience because of the low level of knowledge of them and not participate in the planning process and prepare for any emergency.

However, for the other variables (Age, Job title, Years of experience), the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$ , then there is insignificant difference among the respondents about Organisational Resilience level due to these variables. It was concluded that the personal characteristics (Age, Job title, Years of experience), has no effect on Organisational Resilience level.

#### **10. Recommendations:**

- Depending on the previous results, the researchers recommend the ministry to work to increase the resilience through strengthening the culture of learning from mistakes and problems experienced by the ministry, and constantly seeking to create a balance between the priorities of the ministry in the short and long term.

- In order to raise the awareness of the position, the ministry should increase the degree of knowledge of the staff roles, and the responsibilities of their colleagues through staff development and training. Besides the use of the career rotation strategy in the ministry. In addition, the ministry should strengthen its financial plans to ensure the possession of financial funding reserve to continue its operational activities and miscellaneous services to address any crisis or emergency. The ministry should work on staff rehabilitation and training to reduce the time necessary to return to the normal work after any crisis. Along with defining the most important priorities that must be followed after any emergency.
- As far as the Management of keystone vulnerabilities is concerned, the researchers recommend to use of the latest technologies and programs to simulate any emergency conditions that the ministry might face in the future, with the need to train for the actual implementation of any plan pre-equipped by the ministry to detect deficiencies and imbalances early. The Ministry should also pay attention to the provision of adequate internal and external resources for its work, with the need to limit the number of red lines and barriers to obtaining them by the employees. The Ministry can also increase its confidence in the capacity of the working staff. The Ministry should increase the degree of planning to provide support to the local community during emergencies.
- In order to increase the Ministry's adaptive capacity, the Ministry is required to allocate regular times of daily working hours to re-evaluate the process of achieving the objectives required, and to address any lack of performance systematically. In addition, managers should improve the process of the employees workload monitoring on an ongoing basis and try to reduce them if it beyond the employees capabilities to develop themselves through their jobs. Along with encouraging the creativity and innovation by supporting employees who think differently and beyond the familiar, and increase the powers granted to decision makers, especially those who are at the front lines, and work to increase the

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degree of delegation and the adoption of modern administrative concepts such as administrative empowerment.

**11. Appendixes:****Table (1): Characteristics of the study sample for Questionnaire**

Variable	N	%
<b>Gender</b>		
Male	158	80.6
Female	38	19.4
<b>Total</b>	<b>196</b>	<b>100.0</b>
<b>Age</b>		
18-22 year	6	3.1
23-29 year	32	16.3
30-39 year	81	41.3
40-50 year	48	24.5
51-60 year	29	14.8
<b>Total</b>	<b>196</b>	<b>100.0</b>
<b>Scientific Qualification</b>		
Diploma or less	40	20.4
Bachelor	115	58.7
Master	34	17.3
Doctorate	7	3.6
<b>Total</b>	<b>196</b>	<b>100.0</b>
<b>Job Title</b>		
Deputy Minister	0	0
Deputy Assistant	1	0.5
General manager	9	4.6
Department manager	24	12.2
Head of department	37	18.9
Head of division	10	5.1

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Employee	108	55.1
Other	7	3.6
<b>Total</b>	<b>196</b>	<b>100.0</b>
<b>Years of Experience</b>		
1-5 years	10	5.1
6-10 years	35	17.9
11-15 years	79	40.3
16-20 years	35	17.9
More than 20	37	18.9
<b>Total</b>	<b>196</b>	<b>100.0</b>

**Table (2): The Questionnaire**

	<b>Paragraph</b>	<b>Mean</b>	<b>Std.D</b>	<b>Percentage</b>	<b>Rank</b>
	<b>Resilience Ethos</b>				
<b>1</b>	Our organisation is focused on being able to respond to the unexpected.	3.64	2.297	72.76%	1
<b>2</b>	In our organisation, there is an appropriate balance between short- and long-term priorities.	3.43	.765	68.57%	5
<b>3</b>	Our organisation has a culture where it is important to make sure that we learn from our mistakes and problems.	3.35	.925	67.04%	6
<b>4</b>	Our organisation actively participates in education services or governmental groups.	3.44	.824	68.78%	4
<b>5</b>	Our organisation is able to collaborate with others in our field to manage unexpected challenges.	3.45	.867	69.08%	3
<b>6</b>	Management sees our organisation as having a	3.63	.954	72.65%	2



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	leadership role in education field.				
	<b>Situation Awareness</b>				
7	Most people in our organisation have a clear picture of what their role in in the organisation.	3.44	.901	68.80%	1
8	All the people in our organisation have a full knowledge of the roles and responsibilities of their colleagues in the organisation.	3.18	.947	63.60%	10
9	Most people in our organisation have a clear picture of what their role would be in a crisis.	3.35	.946	67.00%	5
10	All staff members have sufficient amount of flexibility during carrying out their duties and responsibilities at work.	3.43	.835	68.60%	2
11	Managers actively listen for problems in our organisation because it helps them to prepare a better response.	3.25	.936	65.00%	8
12	Our organisation needs a long time to return to normal work after any crisis.	3.11	.858	62.20%	12
13	In our organisation, we are aware of how dependent the success of one area is on the success of another.	3.39	.873	67.80%	3
14	Our organisation is conscious of how a crisis in our organisation would impact other organisations.	3.38	.848	67.60%	4
15	Our organisation has a good understanding of how quickly we would be affected if one of our larger customers or suppliers went out of	3.27	.860	65.40%	7

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	business.				
<b>16</b>	If our organisation sustained significant physical damage, we would have sufficient funds to restart operations until our insurance claim was settled.	2.80	1.057	56.00%	13
<b>17</b>	Our organisation has clearly defined priorities for what is important during and after a crisis.	3.13	.847	62.60%	11
<b>18</b>	I believe that our organisation's priorities for recovery from a crisis would be sufficient to provide direction for staff.	3.25	.897	65.00%	8
<b>19</b>	Our organisation understands the minimum level of resources it needs to operate successfully.	3.35	.818	67.00%	5
	<b>Management of Keystone Vulnerabilities</b>				
<b>20</b>	Given our level of importance to our stakeholders I believe that the way we plan for the unexpected is appropriate.	3.42	.828	68.37%	5
<b>21</b>	Your organisation have a formal written crisis/emergency or business continuity plan.	3.48	.844	69.59%	3
<b>22</b>	Your organisation's formal written crisis/emergency or business continuity plan of a sufficient standard is useful in an emergency.	3.39	.946	67.76%	7
<b>23</b>	Your organisation done formal planning for a specific hazard or risk (such as flu pandemic).	3.45	.946	69.08%	4
<b>24</b>	Our organisation is simulating the emergency plan process to ensure its effectiveness.	3.25	.999	65.00%	13

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<b>25</b>	People are generally able to take time off from their day-to-day roles to be involved in practicing how we respond in an emergency.	3.29	.824	65.82%	10
<b>26</b>	Our organisation understands that having a plan for emergencies is not enough and that the plan must be practiced and tested to be effective.	3.31	.939	66.22%	9
<b>27</b>	I believe our organisation invests sufficient resources in being ready to respond to an emergency of any kind.	3.28	.845	65.51%	11
<b>28</b>	I believe that our organisation has sufficient internal resources to operate successfully during business-as-usual.	3.15	1.026	63.06%	16
<b>29</b>	During business, as usual resources are managed so that we are always able to absorb a small amount of unexpected change.	3.26	.921	65.10%	12
<b>30</b>	When a problem occurs in our organisation, internal resources become more easily available at short notice and there is less red tape to deal with.	3.18	.963	63.57%	15
<b>31</b>	I am confident that our staff have enough contacts that we would be able to access external resources at short notice if we needed to.	3.12	1.065	62.45%	17
<b>32</b>	Our organisation has agreements with other organisations to provide resources in an emergency.	3.39	1.004	67.76%	7
<b>33</b>	Our organisation has thought about and planned for support	3.22	.870	64.39%	14

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	that it could provide to the community during an emergency.				
<b>34</b>	People in our organisation actively manage areas of their work that rely on other organisations.	3.40	.813	67.96%	6
<b>35</b>	Our organisation keeps in contact with organisations that it might have to work with in a crisis.	3.54	.856	70.71%	1
<b>36</b>	Our organisation understands how it is connected to other organisations in the same field or location, and actively manages those links.	3.49	.844	69.90%	2
	<b>Adaptive Capacity</b>				
<b>37</b>	People are encouraged to move between different departments or try different roles within our organisation to gain experience.	3.20	.944	64.08%	14
<b>38</b>	There is an excellent sense of teamwork and camaraderie in our organisation.	3.18	.885	63.57%	16
<b>39</b>	In our organisation, it is important that there are no barriers which stop us from working well with each other and with other organisations	3.23	.843	64.59%	11
<b>40</b>	Our organisation is regarded as an active participant in the government/education field and sector groups	3.35	.936	67.04%	3
<b>41</b>	People in our organisation work with whoever they need to work with to get the job done well, regardless of departmental or organisational boundaries.	3.33	.892	66.53%	4
<b>42</b>	Our organisation has a vision	3.45	.941	69.08%	1

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	or mission and it is formalised in a written statement.				
<b>43</b>	When I read my organisations vision or mission statement I recognise it as reflecting the values that we aspire to.	3.45	.957	69.08%	1
<b>44</b>	In our organisation we regularly take time from our day-to-day work to re-evaluate what it is we are trying to achieve.	3.07	.897	61.43%	19
<b>45</b>	In our organisation, it is a priority that people have the information and knowledge they need to respond to unexpected problems that arise.	3.21	.862	64.29%	13
<b>46</b>	In our organisation, if something out of the ordinary happens, people know who has the expertise to respond.	3.31	.933	66.12%	6
<b>47</b>	In our organisation, we make a conscious effort to ensure that critical information (e.g., staff contact details) is available in a number of different formats and locations.	3.33	.903	66.53%	4
<b>48</b>	I am confident that management would provide good leadership if our organisation was struck by a real crisis.	3.28	.892	65.51%	8
<b>49</b>	I believe people would accept decisions made by management about how our organisation should manage a crisis, even if they were developed with little consultation.	3.26	.808	65.10%	10
<b>50</b>	Managers constantly monitor	3.02	.990	60.31%	21

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	staff workloads and reduce them when they become excessive.				
<b>51</b>	Top management think and act strategically to ensure that our organisation is always ahead of the curve.	3.19	.894	63.78%	15
<b>52</b>	Top management in our organisation are good examples of professionals that we can aspire to learn from.	3.22	.906	64.49%	12
<b>53</b>	Our organisation actively encourages people to challenge and develop themselves through their work.	3.16	.941	63.27%	17
<b>54</b>	People in our organisation are known for their ability to use their knowledge in novel ways.	3.26	.927	65.20%	9
<b>55</b>	People in our organisation are rewarded for thinking outside of the box.	2.79	.984	55.71%	22
<b>56</b>	Should problems occur, someone with the authority to act is always accessible to people on the front lines.	3.06	.990	61.22%	20
<b>57</b>	When we need to, our organisation can make tough decisions quickly.	3.31	.922	66.12%	6
<b>58</b>	In this organisation, the people most qualified to make decisions make them regardless or seniority.	3.13	.997	62.55%	18

Table (3): Hypotheses Testing

Questions	No. of items	Mean	SD	Percentage	T-test	(Sig)	Rank
Q <sub>01</sub>	6	3.4906	.71854	69.81%	9.560	0.000	1
Q <sub>02</sub>	13	3.2543	.61028	65.09%	5.834	0.000	3
Q <sub>03</sub>	17	3.3301	.65314	66.60%	7.076	0.000	2
Q <sub>04</sub>	22	3.2173	.67109	64.35%	4.533	0.000	4
Main Question	58	3.3231	.59474	66.46%	7.606	0.000	-

Note: Significant at 0.05

Table (4): Result of Independent Sample T-test

variable	Gender	No.	Mean	T value	P-Value (Sig.)	Result
Organisational Resilience	Male	158	3.2437	-3.950	0.000	Sig
	Female	38	3.6531			

**Table (5): Results of One-Way Anova**

<b>Variable</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>	<b>Result</b>
<b>Age</b>	.777	4	.194	.544	0.704	Not sig
	68.199	191	.357			
	68.976	195				
<b>Scientific Qualification</b>	3.827	3	1.276	3.759	0.012	Sig
	65.149	192	.339			
	68.976	195				
<b>Job title</b>	3.295	6	.549	1.580	0.155	Not sig
	65.681	189	.348			
	68.976	195				
<b>Years of experience</b>	2.614	4	.653	1.881	0.115	Not sig
	66.362	191	.347			
	68.976	195				



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