



# HOLON INSTITUTE OF TECHNOLOGY WITHIN HIGHER EDUCATION MARKET

*INSTITUTUL TEHNOLOGIC HOLON  
ÎN CADRUL PIEȚII ÎNVĂȚĂMÎNTULUI SUPERIOR*

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**Rezumat:** *Articolul de față tratează unele aspecte manageriale ale Institutului Tehnologic Holon din Israel și sugerează câteva strategii de management care ar contribui la îmbunătățirea statutului instituției și, respectiv, ar genera sporirea numărului de studenți.*

**Cuvinte-cheie:** *învățământ superior, management, instituție de învățământ superior, strategii manageriale, statut.*

Higher education market is characterized by increasing competition among academic institutions, number of students, controlling market share, tug of study quality, status and reputation of the institution and its graduates [9]. The 90s were marked by an unprecedented number of students in higher education, increase unparalleled in the Western world. Increasing demand led to the opening of new educational institutions and new programs within existing institutions. To manage the higher education system in Israel, the Ministry of Education designated the "Council for Higher Education in Israel" to manage the affairs of higher education – academic colleges in Israel, colleges, bachelor's degree, master's degree, doctorate, diploma studies, courses, engineering studies training etc. The "Council for Higher Education in Israel", known as "CHE", is a corporation established under the Council for Higher Education in 1958, to serve as a national institution for higher education in Israel. CHE plays an important role in the context of acade-

mic studies and higher education. It is decisive on many issues related to Israel's higher education system and has many powers in this context [10].

Academic product, as we know, differs from consumer products because it is very expensive, as expressed in tuition (in fact it is estimated that tuition is only one-fourth to one-third of the total cost of the study), acquisition often involves powerful emotional debates, (since the decision on the type of school and institution is perceived as having a critical impact on personal development, career and life expected), it is consumed over the years, and the deal between students and academic institutions are elements of partnership and cooperation. In light of this, it isn't surprising that education is a complex process, and that students are becoming more and more selective for what they are getting for their money. These considerations include the institution's reputation in the labour market, the level of studies and proximity to home.

HIT Holon Institute of Technology, founded in – 1969 as a branch

of Engineering Tel Aviv University, became an independent academic institution, authorized by the Council for Higher Education (CHE), in 1999. It is subject to tightly CHE regulator controls in budget and academic terms. The Institute offers degrees in eight areas: first and second degree in Electrical Engineering, a BA and MA in managing technology; degree in Industrial Design, Visual Communication Design, interior design, and master's degree in combined design; degree in computer science, and a Bachelor of technology in learning. During more than forty years of its existence, the number of students increased from 200 to 3.500, thus establishing itself as a leading academic institution. The Institute employs approximately 400 employees. Most academic staff (in technology) is men ranks: professor ("from – regular 'and' society"), senior lecturer / senior teacher, lecturer / teacher and junior faculty. The administrative staff is made out of women engaged in various fields of administration [10].

Although the Institute is an academic institution, an incorporated non-profit organization, its management approach is a business in every way. The Institute runs an intense competition viewing to increase student body, conceived in this market as customers for all purposes. In this context, the product "that the Institute provides to its customers is a product of economic value. Accordingly, the Institute mission concept is not only to provide higher education but also professional and quality services. In recent years, the organization has undergone a process of organizational change [5]. As a public institution it found itself unable to cope with the

problem of employees' motivation through financial rewards, therefore, the Institute built a unique model based on: a sense of purpose, training students in technology required to Israel; relationships (relationships between workers, administrative staff, academic staff and students) This tough reality urges Higher Educational Institutions to revise their administrative policy.

As it is known, the features of contemporary business reality are: instability, uncertainty, constant change and lack of possibility to predict future. The desire and need of every organization to successfully accomplish short-term and long-term strategic business goals is an axiom. Organizations and managers invest resources to acquire professional tools, methods, guidelines and efficient ways to conduct business and competitive business strategy that would help to succeed [7].

Most organizations enter the long and complex process of building an organizational vision strategy and, frequently, premeditated effective action plans often ruin, fact that strongly affects business success. In fact, building a winning corporate strategy is a defined organizational success. Characteristics of the new reality, associated with chaos, began to take shape in recent decades, raising the need to find new models to explain it. According to the theory of complexity, thinking in terms of chaos and complex systems is contrary to the once dominant paradigm that the world operates according to preset patterns that can be explored, understood and predicted [4]. Theories of complexity, based on non-linear assumptions– the lack of inter-

dependence between cause and effect, defined as the inability to predict the behaviour of the system accurately, emphasizes the interaction between the system parts, as opposed to the emphasis on the parts themselves, and the processes of system components self-organization, in contrast to the built-in control processes, such as management processes in the form of top-down. In other words, an organization can invest in them inputs and internal resources, can formulate a vision and a true competitive business strategy based on a competitive external environment, a dynamic business strategy, or a customer-oriented strategy adapted to the organization's values, but the results will be "failure." As mentioned above, a successful business strategy is something everyone aspires to, but you can not rely on luck. After the strategic plan was formulated, printed and distributed, employees are those who will implement it. If it isn't understood and whipped, consequently it isn't implemented. Considering this, we should understand that the most important and valuable resource to the organization is human resource, including the importance of positive organizational attitudes of employees expressed in two main positions: "job satisfaction" and organization "function success" [1, p. 189]. On the other hand, if in the past, the employee had to prove that he is worthy to work in the organization, today organizations should invest no less, branding themselves as "friendly to work". Organizations in the private and public sector work hard in terms of success, meeting the vision, goals and objectives they set for themselves. Managers and leaders of organizations should understand that

human resources are the cornerstone of this success [3]. Today, the modern corporate environment changes are inevitable and we have witnessed a rapid development of different organizations, so the treatment and management of this precious resource (economic and ethical) has a central place, more than ever, both for society and organizations. Human factor ensures the success of the organization critical capability of achieving goals, especially in periods characterized by uncertainty and complexity.

Satisfaction with work is defined as a collection of feelings and beliefs people have toward their work. The satisfaction scale can range from extremely satisfactory to extreme dissatisfaction [4]. Beyond the fact that people develop attitudes toward work there are other aspects, such as: attitudes towards the type of work, relationships with colleagues and subordinates officers. We distinguish four factors that can affect the level of satisfaction of employees:

1. Personality – the personality is a factor in terms of feelings and thoughts towards work, whether a positive or negative general perceptions towards work.

2. Values. Values influence satisfaction, because they reflect the person's beliefs and influence behaviour.

3. Situation at work in terms of rights and obligations.

4. Social influence – influence that individuals or groups have on the individual or colleagues' attitudes and behaviour. According to Steers & Black there are five dimensions by which we define job satisfaction [7, p. 157]

1. The work itself – how the worker performs the task.

2. Wage – fair wages and compensation form.

3. Promotion opportunities – opportunities for advancement in the workplace, a component of the organization's investment in worker.

4. Supervisors – how considerate and concerned the officials are for their employees.

5. Colleagues – colleagues' level of support.

There are different theories of job satisfaction:

- *Theory of equality*. This theory is engaged in the relationship between employee inputs (work investment), such as effort, prior experience, training, knowledge, etc., and outputs (the result of his work), for example, salary, status, friends and more. According to this theory, the employee will be satisfied when he receives compensation corresponding to the investment.
- *Motivational factors theory and Herzberg's hygiene* (Herzberg's Motivator – Hygiene Theory of Job Satisfaction). According to this theory, every employee has two types of needs and requirements: motivational needs – those needs related to the work itself and the challenge it presents, such as interest in the work, responsibility and independence, as these provide the needs that affect the motivation of the employee; hygienic needs – those needs related to physical and psychological conditions surrounding the work, such as cleaning, comfort, location, type of management, salary, tenure and security in the workplace, all of these provide hygienic needs.

Herzberg proposed the theoretical links between the motivational and hygienic needs and job satisfaction as it follows:

1. When motivational needs are satisfied – the employee will be satisfied and vice versa, when these needs are not satisfied, the employee is not satisfied.

2. When hygiene needs are satisfied – the employee will be satisfied and vice versa, when these needs are not satisfied, the employee is not satisfied [5, p.79]. There could be situations where the employee will be satisfied and not satisfied, if the motivational needs are satisfied and, in contrast, hygienic conditions are inadequate. According to Herzberg satisfaction and dissatisfaction are not opposites but two separate dimensions: one ranging from satisfaction to dissatisfaction and the other ranges from dissatisfaction with the lack of dissatisfaction. According to this theory, hygienic factors related to work environment affect dissatisfaction. Motivational factors related to the work itself affect satisfaction.

- *Model aspects of satisfaction* (The Facet Model of Job Satisfaction). This model applies to components of the aspects of work and examination of the employee's satisfaction towards every work aspect. According to this theory employee's satisfaction score is a summary of all work aspects [8]. This model has great importance because it causes managers to understand the impact of work on employees in all its variety.

In conclusion I should mention that in order to ensure success, the administration of higher educational

institutions must develop open dialogue channels to bring cooperation and create a positive climate and organizational culture that would

encourage corporate citizenship behaviour and mutual responsibility among employees.

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