

# The Relationship between Correcting Deviations in Measuring Performance and Achieving the Objectives of Control - The Islamic University as a Model

Abed Alfetah M. AlFerjany<sup>1</sup>, Ashraf A. M. salama<sup>2</sup>, Youssef M. Abu Amuna<sup>3</sup>, Mazen J. Al Shobaki<sup>4</sup>, Samy S. Abu Naser<sup>5</sup>

<sup>45</sup>Department of Information Technology, Faculty of Engineering and Information Technology, Al-Azhar University, Gaza, Palestine

<sup>1</sup>abedelfetahff@gmail.com, <sup>2</sup>SalamaAshraf2018@gmail.com, <sup>3</sup>yabuamuna@gmail.com,

<sup>4</sup>mazen.alshobaki@gmail.com, <sup>5</sup>abunaser@alazhar.edu.ps

**Abstract:** *The study aimed to identify the relationship between correcting the deviations in the measurement of performance and achieving the objectives of control and the performance of the job at the Islamic University in the Gaza Strip. To achieve the objectives of the research, the researchers used the descriptive analytical approach to collect information. The questionnaire consisted of (20) statements distributed to three categories of employees of the Islamic University (senior management, faculty members, their assistants and members of the administrative board). A random sample of 314 employees was selected and 276 responses were retrieved with a recovery rate of 88.1%. The Statistical Analysis Program (SPSS) was used to enter, process, and analyze the data.*

*The results of the study showed a positive relationship between correcting deviations in performance measurement and achieving the control objectives represented by the functional performance in the Islamic University from the point of view of the members (senior management, faculty and their assistants, and the administrative board), where the relative weight of all the paragraphs was (74.25%).*

*The study recommended the need to ensure that the actual performance of the planned performance is matched and decisions are taken to correct the serious deviations and take the necessary measures in terms of retraining and change in regulations, wages and bonuses and punishment of the culprit, neglect and negligence by mistake.*

**Keywords:** Supervision, Performance Standards, Performance Measurement, Correcting Deviations, Job Performance, Islamic University.

## 1. INTRODUCTION

The performance measurement and evaluation process is a step in the organization's regulatory system and makes this process difficult and facilitated by the accuracy of performance measurement measures. The objective of the regulatory system in any organization is to ensure that the actual performance of the planned performance is matched and to take the necessary action to correct the deviations presented by the evaluation and measurement.

The goal of any regulatory system is to raise the level of the employees' performance and to invest their abilities and potentials in order to help them progress and development by recognizing how they perform scientifically and objectively (Jad Al-rab, 2009).

The process of measuring performance means to recognize the level of performance in light of the criteria and indicators that have been predetermined and practical reality proves in many cases that there are deviations allowed and there are deviations are not allowed and should therefore be studied and identify the causes and try to treat them. The process of measuring and evaluating performance in a smooth step. The complexity of this process is facilitated by the accuracy of an indeterminate and inexcusable situation. The more clear and precise the criteria, the easier, faster and clearer the measurement will be. The existence of an information and communication system within the organization will simplify my work. The performance assessment and its speed are collected. The information on the activities carried out is compiled and thus compared to the specific criteria. The information and communication system provides the information required for measuring and evaluating the performance.

Palestinian universities, including the Islamic University, are considered one of the most important pillars of social and economic development. They play an important role in the development of human and material resources in Palestine for their ability to provide services to individuals and society.

## 2. THE GENERAL FRAMEWORK OF THE STUDY

### 2.1 PROBLEM STATEMENT

In the light of the exploratory study carried out by the researchers, the researcher found many problems, including:

1. Non-compliance of employees with certain administrative procedures and policies.
2. Performance standards used do not rise to global standards of integrity, transparency and credibility.
3. The high frequency of unrest in recent years as a result of the absence and dissatisfaction of university employees about (systems of wages, promotions, benefits, savings and some conditions of work). This resulted in the non-compliance of some employees with some administrative procedures and policies and the lack of verification of the validity, inaccuracy and integrity of some data and information issued by the university about some employees and employees.
4. Low performance and high cost of services provided.
5. Increased academic, administrative and service workload; as a result of the increase in the number of students in one division, which has a negative impact on the performance of the university.
6. There is no clear system of performance control at the Islamic University, but there are procedures and standards within the quality management at the university and the accreditation of the regulations and laws of the Palestinian Higher Education Council.
7. The role of nepotism and factionalism within the university departments.

In addition to the above, and clarifying the problem of research, researchers believe that the problem of research can be formulated by answering the following main question: What is the relationship between correcting deviations and improving the level of performance of the employees of the Islamic University?

### 2.2 RESEARCH OBJECTIVES

This study aims to achieve a number of objectives, the most important of which are the following:

1. To clarify the important role played by the supervision systems at the Islamic University in the Gaza Strip and to verify the strength or weakness of the university.
2. To identify the availability of the elements of the control systems at the Islamic University in the Gaza Strip.
3. To know the extent to which the process of correct deviations in the Islamic University in the Gaza Strip has affected the improvement of the level of job performance in the university.

### 2.3 RESEARCH IMPORTANCE

The control is one of the administrative functions, it is the management of business and follow-up and evaluation, where we find it linked to all administrative stages within the organizations and public institutions, whether small or large, and works to reveal the extent of achieving these goals by measuring performance and avoid errors and correct the deviations first Within the organization and this is confirmed by some of the previous studies so the importance of research is the following points:

1. To examine the importance of being a topic of the most important administrative issues in the current period, which is an element through which to achieve the goals organized in accordance with the goals and plans prepared in advance and work to achieve stability and raise the efficiency of performance in the Organization, which achieve growth and stability and overcome the deviations and errors and work to correct them.
2. This study can be used to identify the methods, programs and methods by which the process can be properly monitored and through which the level of performance of the university is raised.
3. This research may positively affect senior management (decision makers) by providing them with information about the reality of the control systems and their relation to raising and improving the level of job performance at the Islamic University in the Gaza Strip.
4. This study may represent a picture of the evaluation of the performance control systems, whose results and recommendations may be of importance to those interested in this subject and constitute the scientific beginning on the way to help the Islamic University in the field of performance control.

### 2.4 RESEARCH HYPOTHESIS

**H01:** There is no statistically significant relationship between correcting deviations and achieving the objectives of control and the performance of the job at the Islamic University.

## 2.5 RESEARCH LIMITS AND SCOPE

1. **Subject Limit (Academic):** The objective of the study was to study the relationship between the control systems in the performance of the Islamic University in the Gaza Strip at all academic, administrative and service levels.
2. **Human Limit:** The study was conducted on the staff of the Islamic University under study.
3. **Institutional Limitations:** The study was conducted on universities in the Gaza Strip.
4. **The spatial limit:** The study was conducted in the State of Palestine, and was limited to the Islamic University
5. **Time Limits:** The study was conducted in 2018.

## 3. LITERATURE REVIEW

- Study of (El Talla et al., 2017) aimed to identify the reality of technical education in Palestine. The analytical descriptive method was used in the study. A questionnaire which consisted of 41 paragraphs was distributed randomly to the technical colleges in Gaza Strip. Random sample of (275) employees of these colleges were used, and the response rate was (74.5%). The results showed a high degree of approval for the dimensions of technical education with a relative weight of 76.07%. The ranking and relative weight was as follows: Technical education institutions: 79.51%, graduates of technical education 75.75%, Labor market and local community 72.96%. The researchers propose a number of recommendations, the most important of which is: the need to pay attention to technical education in line with the National Strategic Plan for Higher Education by moving towards technical education. The importance of offering special courses in all technical education programs in these colleges. The researchers urged more future studies that address the same variables as the current study and apply them to other sectors.
- A study of (Salama et al., 2017) aimed to identify the relationship between the performance criteria and the achievement of the objectives of supervision which is represented in the performance of the job at the Islamic University in Gaza Strip. To achieve the objectives of the research, the researchers used the descriptive analytical approach to collect information. The questionnaire consisted of (22) paragraphs distributed to three categories of employees of the Islamic University (senior management, faculty members, their assistants and members of the administrative board). A random sample of 314 employees was selected, 276 responses were retrieved with a return rate of 88.1%. The SPSS program was used to enter, process, and analyze the data. The results of the study showed a positive relationship between the performance criteria and the achievement of the control objectives represented by the job performance in the Islamic University from the point of view of the members (senior management, faculty and their assistants and the administrative board). The researchers also recommended a number of recommendations, including the provision of an appropriate level of control system components today through the continuous updating and development of performance standards and the need to provide the necessary physical and financial resources to continue the development and achievement within the university. Expand the development of technology in the various activities of the university through the construction of a complete and integrated system to support the control systems in the university to suit its size. The researchers also recommended the follow-up, review of the performance standards and work to modify them in line with the mission of the university and the goals that the university seeks to reach.
- A study of (El Talla, 2017) aimed to investigate the relationship between the organizational variables and job performance at Gaza strip Universities, the organizational variables included: communication style, nature of work, the technology used. And it aimed to identify the extent of differences statistically significant in employees trends toward the reality of organizational variables attributed to some characteristics of the study population. The data has been collecting using a questionnaire consisting of 50 paragraphs. The questionnaire was distributed randomly to 320 employees of the administrative staff in Gaza strip universities; 262 employees responded, and the results showed the availability of a high degree of organizational variables in Gaza Universities, the order of variables were as follows: the technology used, the nature of work, and finally communication style, and it showed a high level of job performance, in addition the results showed a significant correlation between organizational variables and job performance, and there was existence of differences in the perception of the organizational variables depending on the university, for the benefit of the Islamic university, and differences between Al-Azhar University and Alaqsa University for the benefit of Al-Azhar University, as results showed no differences between the sample depending on the variables: the functional level and the workplace.
- A study of (Al Shobaki & Abu Naser, 2016) aimed to identify the reality of modern methods applied in the process of performance assessments of employees in the municipalities of Gaza-strip, Complete

Census method of community study was used, (571) questionnaires were distributed to all members of the community study, (524) questionnaires were recovery with rate of (91.76%). The most important findings of the study: There were statistically significant relationship differences between the applications of modern methods in the performance assessments of employees in the municipalities of Gaza-strip. There was statistically significant relationship between the evaluation criteria that fit the required performance and the application of standards evaluations on performance of employees in the municipalities of Gaza-strip. There was statistically significant relationship between the use of methods, models for the evaluation of appropriate functions and the application of the performance assessments of employees in the municipalities of Gaza-strip. There was statistically significant relationship between the feedback and the application of performance assessments of employees in the municipalities of Gaza-strip. There was statistically significant relationship between the efficient, professional assessors and the application of the performance assessments of employees in the municipalities of Gaza-strip. There was statistically significant relationship between the extent of awareness of subordinates, participation in the evaluation of their performance and the application of the performance assessments of employees in the municipalities of Gaza-strip. The research also concluded a series of recommendations, including: that the design of evaluation models must be done with the participation of the employees and inform them of it, and that a date must be set to provide feedback and discuss the results with them, that they should be allowed grievance in front of an ad hoc committee in accordance with the known system. Direct manager must inform employees of their performance assessment date, discuss the results of the evaluation with them, and others should be involved with the direct manager of employees in their performance evaluation. The application of modern methods of performance evaluation through the good and purposeful planning should be used, analyzing and employing the results in administrative decisions regarding the employees, and the application of modern methods must be used in an effective and efficient performance evaluation.

- A study of (Saleem and Khurshid, 2014) which aimed to identify the most important human resources practices that affect the performance of the job. And to study the relationship between the organizational commitment and the enhancement of the performance of the employees. And study the relationship between transparency, testing, recruitment and job performance. And study the relationship between the development and functional performance of employees. The results showed that there is a positive effect between organizational commitment and job performance. And found a strong correlation between transparency in recruiting and selecting employees and enhancing their performance. And that there is a strong relationship between development programs and enhancing the performance of employees.
- A study of (Norio and shuichi, 2013) which aimed to identify the role of the central administration in the control process. The results found that the involvement of the middle management in the supervision is of great importance and leads to many benefits for their role in influencing the workers positively through continuous communication. She also stressed that direct interaction between management and employees helps to identify the activities of workers and the secrets of work and to know their needs closely and work to improve the performance of the work assigned to them.
- A study of (Kazan, 2013) aimed at studying and measuring the performance of employees in the service sector in the performance of government banks in Turkey. Identify the most important factors affecting the performance of workers in the service sector in public banks. The results showed that there is a positive impact of the sense of belonging to the performance of employees in banks. The physical and moral environment has a positive impact on the performance of bank employees. The results showed that there is a positive effect for salaries, grants for employees, level of job satisfaction, promotion systems, career advancement, employment relations and incentives for job performance.
- The study of (Olorunsola E.O, 2012) aimed at identifying the level of performance of administrative staff in the Nigerian universities in Western Nigeria in the south from the perspective of managers and departments. Study the impact of sex factor on the performance and functions of administrators. The most important results were that the performance of the employees of these universities was very high for all factors related to performance. The results showed that the increase in the performance of workers may be due to the quality and the ability demonstrated by the leadership in dealing with others. She emphasized that there were no significant differences in the job performance due to the gender factor. Performance was high among males and females from these universities.
- Study of (Ben Tarif, 2010) which aimed to identify the impact of control units in the effectiveness of Jordanian ministries from the point of view of their employees. The most important results were the existence of a statistically significant effect on the combined control dimensions (adequacy of legislations, efficiency of

human resources, objectives of administrative control, supervision competencies, and technology used) and effectiveness of Jordanian ministries.

- Study of (Hawk, 2010) which aimed at determining whether there were significant differences in the performance ratings of the general staff working in the administrative and financial services department of the university mentioned above who participated in the informal monitoring programs with the control group, which do not have informal monitors as contained in the self-reports in the survey. The main findings were that there were no differences in the overall score of performance evaluation among employees who participated in informal monitoring compared with those who participated in informal monitoring with the informal control group. There was no relationship between the length of time of the informal monitoring relationship and performance ratings. And the importance of informal monitoring as a tool for professional development to attract and anticipate employees.
- Study of (Shahin 2010) which aims to analyze the relationship between the effectiveness and fairness of the system of evaluating the performance of workers in Palestinian universities and its impact on job performance, organizational loyalty and organizational trust. The results indicate that there is no system for evaluating the performance of academics holding managerial positions at both universities. And the lack of effectiveness and fairness requirements in the performance appraisal system applied in both universities.
- Study of (Al-Rashidi, 2010), which aims at evaluating the effectiveness of banking supervision and identifying the problems and obstacles that prevent the implementation of supervision in banks. The results have led to a lack of clarity on the objectives, policies and strategy that hinder effective implementation of the control.
- Study of (Batora, 2007) aims at clarifying the effectiveness of the system of internal control in banks, and through a case study of one of the Algerian banks, which reached the results of the most important that the control system is an imperative in all financial institutions. Proper design of the control system would support the objectives of the system. Proper administrative procedures for monitoring positively affect the support of regulatory objectives. Developments in internal control systems through the introduction of a new organizational structure augur well-suited applications, as supporting the organization with a larger number of staff helps to accomplish work more efficiently than if multiple tasks are assigned to one person.
- A study of (shujune, 2007) aimed at recognizing the impact of mood and personal bias in assessing the performance of workers. The results found that there are many negative deviations among the decision-makers in the absence of supervision due to mood in evaluating the performance of workers, which leads to a negative performance and achievement of its objectives.
- Study of (Jaclyne, 2006) aimed at identifying the central control systems in control and prevents deviations occurring in the organization. The most important findings were that censorship plays a major role in controlling behavior and improving employee performance. Oversight plays a major role in the commitment of employees to the standards of work and their performance and their needs. Control plays a major role in preventing deviations in performance and solving problems that occur at work.
- Study of (Kias, 2005), which aims to evaluate the control systems in private universities and to identify the reality of censorship in private universities through administrative procedures and instructions for private universities. The results showed a positive relationship between the size of the university and the effectiveness of the supervisory system. The interest of private universities in the first place in the control procedures related to cash and the procedures related to salaries and wages and the lack of attention to other administrative control procedures. The availability of a positive relationship between of controls and the effectiveness of the regulatory system.
- The study of (jiwen, 2005), which aims to demonstrate the relationship between the systems of management control, business strategies and the effectiveness of the organization. The results have reached the importance of a regulatory system when making administrative decisions to ensure that resources are used properly and correct any negative deviations. The lack of control over strategic plans led to their failure.
- Study of (Al-Aqili, 1990) aimed at identifying the impact of administrative control on improving the quality of health services. The results showed a strong correlation between administrative control and the quality of health services.

#### 4. THE THEORETICAL FRAMEWORK OF THE STUDY

##### ▪ **Concept of control:**

Control is applied in all areas of human activity. It is a permanent function and a continuous self-operation that should be carried out in terms of a system of performance control and ensuring the achievement of the objectives set

forth in the plans. Supervision is an important pillar of modern management and occupies an important position between planning, organization and guidance (Al-Sawafiri et al., 2002).

Control is defined as "acts and decisions taken by managers to ensure actual performance corresponding to pre-determined performance" (Jad Al-rab, 2009).

Control is also defined as "following up the work and making sure it is done according to what I want and working to correct any future deviation" (Al-Diri, 2011).

It was also defined as "the process of assessing and correcting deviations from established standards".

It is the administrative activity that verifies that what has been implemented or implemented is the same as planned, using criteria called control criteria that assess the achievement to identify and correct positive or negative deviations, a continuous process not only to detect deviations but also to develop solutions Occasion.

▪ **Stages of the control process:**

There are three stages or steps in which the control process goes through. Regardless of the activity under control, the level of control is as follows:

**1. Setting standards:**

The criteria are specific patterns or levels of performance to be reached through implementation. These criteria measure and evaluate performance and the plan is the basis of control. Therefore, the objectives of the plan are considered as desirable performance criteria.

The criteria include two types of descriptive criteria, which are difficult and complex in nature, and these criteria are often to assess the efficiency and adequacy of services provided by service organizations.

The other criteria are quantity criteria, which are easy to set, control, and control, such as specific sales volume, total profit, capital cost. These standards are used in productive activity. The standards vary according to different administrative levels. Therefore, the standards must be comprehensive to serve all activities at different levels, There are standards at the level of the organization, which define its basic objectives and standards at the level of executive departments such as management of production, marketing, procurement and stores, and there are other criteria at the level of individuals which measure the efficiency and quality of employment.

**2. Measuring and evaluating performance:**

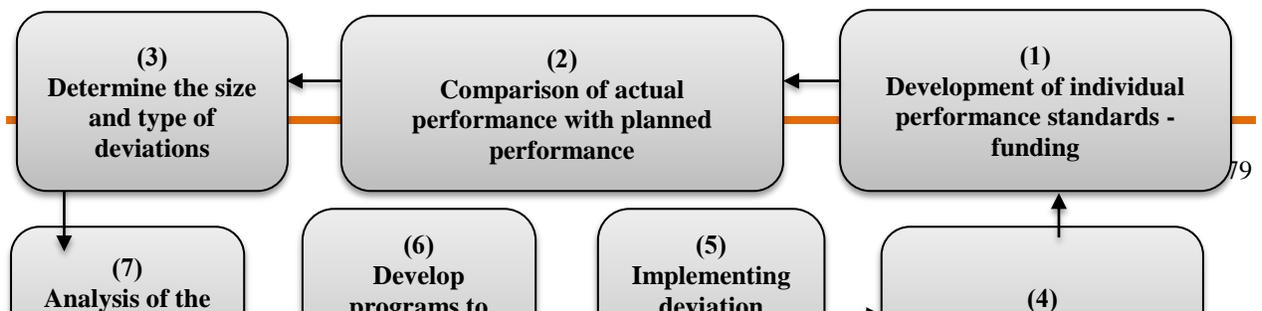
Performance measurement refers to the recognition of the level of performance in light of the criteria and indicators that have already been determined in practice and in many cases prove that there are deviations allowed and there are deviations are not allowed and should therefore be studied and identify the causes and try to treat them The process of measurement and evaluation of performance step in the system The complexity of this process is facilitated by the accuracy of an indeterminate and inexcusable situation. The more clear and specific the criteria, the easier, faster and clearer the measurement will be. The presence of an information and communication system within the organization will simplify the process. Evaluate the performance and speed of the information. The information is collected about the activities carried out and thus compared to the specific criteria. The information and communication system provides the required information for measurement and performance evaluation.

**3. Correction of deviations:**

The objective of any regulatory system in any organization is to ensure that the actual performance of the planned performance is matched and to take the necessary action to correct the deviations shown by the evaluation and measurement. In this respect, it emphasizes that the deviations may be directed in the sense that the performance is better than planned. The monitoring process shall be completed only after the corrective measures have been taken, and in a quick, decisive and objective manner, especially the negative deviations that are not allowed, it may be necessary to change and modify any of the above reasons,

- Re-establish standards in line with the potential of the workers and the organization
- Review the development of an effective system of wages, bonuses and incentives
- Re-establish an effective training program to equip individuals with the required skills and develop an appropriate work system.
- The imposition of sanctions and penalties on the cause of negligence and negligence resulting in deviation, if negligence, negligence or intentional negligence.

Figure 1 shows the stages and coherence of the control process with its various components (Jad Al-rab, 2009).



**Figure (1):** Stages and coherence of the control process with its various components

**Source:** Jad Al-rab, Saied (2009). Indicators and Criteria for Measuring and Evaluating Performance, a Strategic Approach to Continuous Improvement and Competitive Excellence, 2009 p. 22.

In the successive phase of implementation, phase 7 is related to stage (1) because stage 7 is actually a modification and change in any of the reasons for the deviation and this is the result of the amendment of the criteria according to the new considerations that resulted in the evaluation.

▪ **Methods of supervision and tools:**

The methods of control vary in terms of their comprehensiveness, the accuracy of the methods they handle, the requirements of the work and the need for comprehensive control indicators. The supervisory tools are an essential part of the organization's control system. In this regard, there are many ways in which the organization can exercise control, It should be noted that censorship should not be detailed, otherwise it would mean that time should be included in one part of the administrative process at the expense of other operations. Exception control should be used to describe the amount of information and data submitted to management, The purpose of which is to reduce the amount of detail contained in the administrative reports and statistics to the extent that effective control measures can be taken. This may be an exception where it allows management to hear the alarm when the risk occurs and, conversely, the bell remains silent, So that managers focus on the fundamental problems and important issues. The control system focuses, except on the knowledge of deviations only, and does not care about the details of the work flow (Al-Qariouti, 2004).

The most important tools adopted in the control process are:

1. **Budgets:** Budgets are an important management tool that represents a numerical plan presented in the form of financial statements denominated in specific monetary units, in-kind units of products, in time units or any quantifiable factors. The budgets for each department and for each activity, as a result of its quantitative nature It gives the organization the ability to measure performance easily and compare it at the different departments or levels of management from one period to another (Harold et al., 1984).
2. **Personal observation:** Supervisory methods such as budgets and maps are very useful, but the manager can not rely on these methods and remains in his office because many things have to be seen in the eye, so it can be said that the method of observation is complementary to the other methods of control, To be observed every time period or irregularly and it is almost best to motivate employees continuously.
3. The PERT method is an abbreviation of the PERT method. The word PIRT focuses on scheduling the Program Evaluation and Review Technique and adds the cost variable to the PIR method so that the PIR / Time and corresponding cost data as well as comparing time and cost alternative plans (Al-Alaq, 2008).
4. **Gantt maps:** Gantt maps are a powerful tool for planning and monitoring, and the bar-chart displays a workflow over a certain period of time in the form of horizontal columns, showing what is needed and what has already been implemented.
5. **Audit, Inspection and Inspection:** It means the examination of accounts, books and documents so that a person can be satisfied with the accuracy of documents and accounts (Al-Kafrawy, 1988).
6. **Financial Statements:** The financial statements provide a snapshot of the financial position of the Organization for various periods of time. It is agreed that the financial statements are prepared in a specific manner and

presented to all users. The most important financial statements are the balance sheet, income statement, cash flows and other financial information. (Al-Ameri and Al Ghalebi, 2008)

▪ **Oversight objectives:**

The first objective of the control is to serve the management and assist it in ensuring that the performance is in accordance with the plans established and to detect the positive or negative deviations that occur during the execution of the business. It seeks to achieve the following (Al-Alaq, 2008):

1. Detect the imbalances, deviations that occur, their type and causes, evaluate their results, and benefit from this in the preparation of subsequent plans.
2. Ensuring that the implementation process is carried out as ordered and works to achieve the objectives set out in the plan.
3. Identify the realism of the plans by comparing the achievements with the goals set.
4. Identify the authorities responsible for the imbalances and deviations.
5. Identify the difficulties and problems facing the implementation process and how they can be overcome and avoided in the future when new plans are developed.

Its other goals can be added as follows (Sharaf, 2005):

1. Develop procedures that help the organization improve its services and increase its financial resources.
2. Maintain the property of the organization by working to assess, strengthen and strengthen internal control systems as the first line of defense in the preservation of the property of the organization.

It is clear that the discovery of the real cause of the deviation in order to correct it is the essence of the control process, and the control process is closely related to the planning and decision-making processes

There are other side-by-side objectives of monitoring (Al-Diri, 2011):

- Unify the necessary actions to implement the plans
- Assistance in planning and re-planning
- Reducing the risk of errors when making plans
- Determine the stages of implementation and follow-up progress
- To achieve cooperation between the units and departments involved in the implementation.

▪ **The Performance:**

Effective real performance is seen as the product of a number of interrelated factors that must be focused and not completely ignored. In other words, performance is not an end in itself, but a means to achieve an end. Planning is therefore a second priority among the basic functions of management. It comes after the function of organization. For example, any government establishment or public institution can plan and organize but it can necessarily achieve any results unless it implements the plans and policies it has drawn up.

The effective performance of any employee does not mean the achievement of certain results required by the work, through the employee's work and certain tasks conform to the policies, procedures and circumstances of the organization's environment in which the employee works, and that the effective performance of any employee is the outcome of the interaction of many factors, (Durra and Sabbagh, 2008):

1. **Employee adequacy:** It means information, skills, trends and values, employee competencies are the main characteristics that produce effective performance by that employee.
2. **Job Requirements (Job):** It means the tasks, responsibilities or roles required by a business or a job.
3. **Organization environment:** It consists of internal and external factors. Internal factors that affect the effective performance of the employee are the objectives, structure, procedures used, resources and strategic position, and external factors that constitute the regulatory environment economic, social, technological, civilizational, political and legal factors

Thus, the elements of effective performance are as follows (Al-Faydi, 2008): -

**(Employee competencies x Job requirements x Organization environment)**

Heinz has identified three elements of performance that are not very different from what he said:

1. **Employee:** his or her knowledge, skills, interests, values, attitudes and motives.
2. **Job:** and the requirements and challenges and offers of job opportunities.

3. **Position:** which is characterized by the regulatory environment, which includes the work environment and supervision and administrative systems and organizational structure.

In addition to the above, there are other additional elements of performance are the following:

1. **The amount of work done:** the amount of work that an employee can accomplish in normal working conditions, and the speed of this achievement.
2. **Perseverance and reliability:** include seriousness and dedication to work and the ability of the employee to take responsibility for the completion of the work at the specified time, and the extent of the need for this employee to guide and guidance by supervisors, and evaluate the results of his work
3. **The quality of work:** The extent of what the employee is aware of the work done, and the desire and skills and technical skills and ability to organize, and the implementation of work without mistakes (Al - Sakran, 2005).

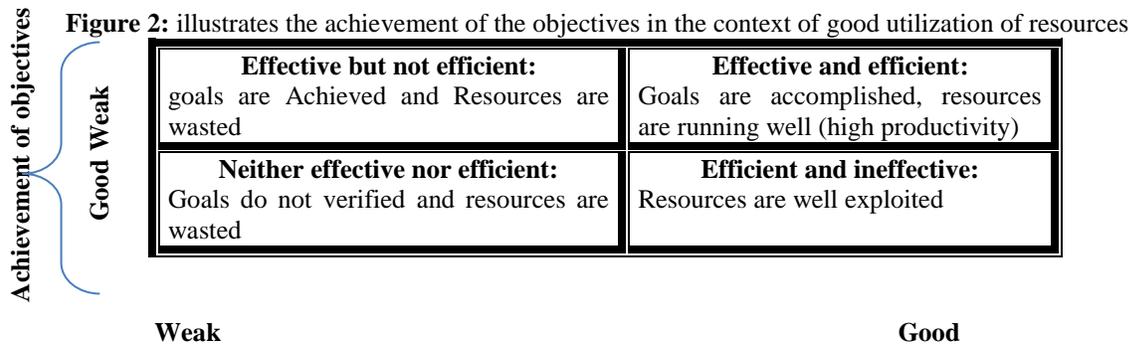
In order for the organization to continue its work well and to use resources effectively for the service of consumers, the concept of value creation is very important in the framework of the equation of the continuation of the organization and the ability of the organization processes to add value far exceeds the costs of using resources as inputs gives the organization outstanding performance and high productivity (Al -Ameri and Al Ghalebi, 2008)

The organization's overall performance can be measured by three important indicators addressed by business management literature:

1. **Effectiveness:** is the measurement of the extent to which the objectives of the organization are achieved.
2. **Efficiency:** It is a measure of the extent to which resources are used that are linked to specific objectives.
3. **Productivity:** It is the relationship between quantity and type of performance and exploitation of resources. In other words, the value of the output is divided by the value of the input.

The organization can be effective but inefficient, since the exploitation of resources without rational rationalization can achieve the (effective) goals, but this waste and lack of optimal utilization of resources indicates inefficiency, and may be the opposite in some organizations, meaning that despite the good use of resources, the objectives are not met as required.

The ideal situation is related to the achievement of the objectives under the good utilization of resources as in the following form:



▪ **Inactive Performance Sources: resource usage**

There are a number of sources that affect the performance make it ineffective and there are different reasons for the decline efficiency of performance, can be divided into four sources:

**First: Regulatory Policies and Practices:**

The following are summarized (Jad Al-rab, 2009):

1. Inadequate recruitment and jobs.
2. Inadequate job training.
3. Very lenient policy implementation and performance standards.
4. Low efficiency of communication systems.
5. Blurred functional relationships.
6. Inadequate management.
7. Weak employee interests and needs.

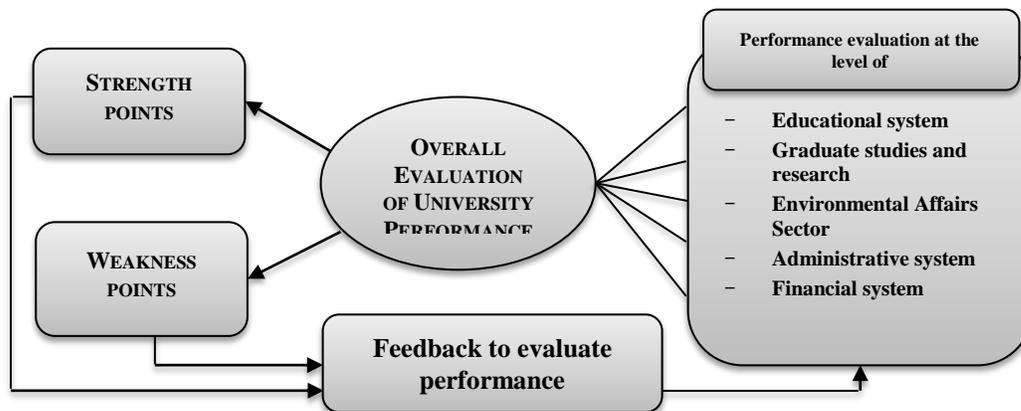
**Second: Personal Problems:**

1. Marital problems
2. Physical problems
3. Emotional and moral disorders such as degeneration, fear, anxiety and frequency.
4. Deficiencies resulting from employees' lack of knowledge of the results of their performance, continuous and continuous assessment.
5. Insufficient resources to provide outstanding performance rewards.
6. Ineffective discussions to develop staff.
7. Managers use vague and unclear language in the performance appraisal process.

▪ **University Performance Assessment:**

The evaluation of university performance is not an end in itself, but rather a means by which to identify and improve strengths and excellence, to identify and remedy weaknesses and shortcomings, to ensure that they are not replicated, to develop plans for development, change and restructuring within academic institutions so as to advance their academic and applied National or global level.

In the following figure (3), the integration of sub-systems can be clarified to assess the overall performance of scientific and university institutions.



**Figure 1:** Clarification of the integration of subsystems to evaluate the overall performance of scientific and university institutions

**Source:** Jad Al-rab, Saied (2009). Strategies for Developing and Improving Performance, Methodological Frameworks and Practical Applications, Cairo, Dar Al Fajr Publishing and Distribution Library, p. 522.

▪ **The importance of correcting deviations**

– **Comparison of the actual performance with the standard of the employee:**

This step is necessary to know the deviations between the approved standards and the actual performance and detection. An important part of this step is the president's ability to arrive at a real and honest result that reflects the actual performance of the worker with the employee's conviction that this outcome will significantly affect morale and future communication performance.

This step is necessary to know the deviations between normative performance and actual performance, and it is important for the evaluator to have a real and honest result that reflects the actual performance of the employee.

– **Feedback:**

The process of feedback is not simple, because it affects the feelings of workers, so there must be some appropriate methods to reduce the negative effects and achieve the objectives envisaged among them, the most important ways to improve the feedback process are (Abbas, 2003):

1. Performance information is given daily rather than once a year. It is the responsibility of the manager to correct deficiencies in performance as soon as possible to avoid loss of performance. Providing timely performance information avoids the element of surprise over performance and performance problems.
2. Ask employees to arrange or set scores for their performance prior to the interview process or the hearing by giving them feedback. This encourages staff to identify weaknesses in their performance objectively, as well as

gain experience in this process, making it easier for the manager to follow the steps involved in uncovering the facts about performance.

3. Encourage employees to participate in the diagnosis of problems and deviations of their performance, as this contributes to increase the satisfaction and satisfaction of employees on the process of performance evaluation.
4. Highlighting Effective Performance Through evaluation, there is a need to distinguish clearly between the outstanding and the weak performance levels. The evaluation of effective performance provides a positive reinforcement of behavior, which contributes to the continuity of positive behavior by employees.
5. Focus on problem solving for the purpose of improving performance: The manager tries to solve the problems causing poor performance, and this requires working with the workers to identify the real causes, and then develop appropriate solutions, and jointly management and employees.
6. Focus feedback on behavior and outcomes rather than individuals or traits.
7. Minimizing criticism: When a worker performs below standard levels, the manager must try to change the situation and control his behaviors, emotions, and work effectively to convince low-performing employees. It has become scientifically proven, through management research and organizational behavior, that the results of the evaluation are publically better than their confidentiality, and that this result is implemented in practice through staff news either through the management of the institution (ie, human resources management) Direct president, and through a direct interview between the president and his subordinates.

## 5. STUDY PROCEDURES

The research problem can be formulated as follows:

What is the relationship between correcting the deviations and improving the level of performance of the employees at the Islamic University?

Accordingly, the main hypothesis of the research is as follows: "There is no statistically meaningful relationship between correcting the deviations and achieving the objectives of control and the performance of the job at the Islamic University".

The community of the study consists of all employees (academic, administrative and services) in the Islamic University (1700) employees and employees.

The researchers used the random stratified sample method by the University for the Three Categories of study (academic, administrative and service). A survey sample (30) was distributed to the employees to test the internal consistency, structural honesty, and stability of the questionnaire. After verifying the validity and reliability of the test), 314 questionnaires were distributed on the employees (senior management, faculty members and their assistants, members of the administrative board) and 276 questionnaires were retrieved with recovery rate (88.1%).

Table (1) shows the distribution of the study sample as follows:

**Table 1:** Distribution of the sample of the study

Islamic University	Faculty Members And Their Assistants	Members Of The Administrative Board	Senior Management	Total
<b>The Number</b>	124	150	40	314
<b>The Ratio</b>	%39.4	%47.8	%12.8	%100

**Source:** researchers' preparation

The researchers adopted the survey list as a key tool for collecting primary data needed to achieve research objectives, measuring its variables and testing its questions and hypotheses. They were divided into two axes:

\* **The first dimension:** discusses the first dimension (correction deviations) and consists of (8) paragraphs.

\* **Second dimension:** Discuss the second dimension (functional performance) and consists of (12) paragraphs.

### **Reliability and consistency of the questionnaire:**

The paragraphs of the questionnaire were standardized in order to ascertain the veracity and consistency of their paragraphs as follows:

### **Verifying the paragraphs of the questionnaire:**

The veracity of the paragraphs of the questionnaire was confirmed in two ways:

#### **1. The apparent honesty of the tool (sincerity of the arbitrators):**

The researchers presented the questionnaire to a group of arbitrators consisting of eight arbitrators from the Faculty of Commerce at the University of Ismailia, the Faculty of Economics and Administrative Sciences at Al-

Azhar University, the Faculty of Commerce of the Islamic University, and specialists in administration and statistics. The researchers responded to the opinions of the arbitrators, Deleted and modified in the light of their proposals after registration in a form prepared for this purpose.

**2. Sincerity measurement:**

**A. Internal consistency of the resolution paragraphs:**

**B. Internal honesty of the components of performance control systems:**

**First: the internal honesty of the paragraphs of the first axis, "measuring and evaluating performance"**

The correlation coefficients between each of the paragraphs of the "correction of deviations" axis and the overall rate of its verbs are significant at the level of significance (0.05).

**Second: Internal honesty of the second dimension: (functional performance):**

The correlation coefficients between each of the paragraphs of the "functional performance" axis and the total rate of its vertebrates, which shows that the correlation coefficients shown are function at the level of significance (0.05)

**C. The structural consistency between the dimensions of the questionnaire:**

Table (2) shows the correlation coefficients between the mean of each axis of the research with the total rate of the questionnaire paragraphs, which shows that the correlation coefficients shown at the level of significance (0.05), where the level of significance for each paragraph less than (0.05) and the value of (r) (R) is greater than the (r) divided by (0.361).

**Table 2:** The coefficient of correlation between the rates of each axis of the research with the total rate of the Questionnaire paragraphs

Dimensions	Coefficient Of Correlation	Level of significance
Correct Deviations	0.787	0.000
Functional Performance	0.769	0.000

**D. Stability of the terms of the research tool Reliability:**

**Split-Half Coefficient:**

A correlation coefficient was found between the rate of marital questions of rank for each dimension. Correlation coefficients were corrected using the Spearman-Brow Coefficient correlation coefficient

According to the following equation:

**According to the following equation:**

$$\text{Stability coefficient} = \frac{2r}{1+r}$$

Where (R) correlation coefficient between table 3 shows that there is a relatively high stability coefficient of the resolution paragraphs.

**Table 3:** Stability coefficient (Half-Split Method)

Axis Content	Half-Split			
	Number Of Paragraphs	Coefficient Of Correlation	Correlation Coefficient Corrected	Moral Level
Correct Deviations	8	0.6847	0.8129	0.000
Functional Performance	12	0.6747	0.8821	0.000
All Paragraphs	48	0.7793	0.893	0.000

We conclude from the results of the tests of truthfulness and stability that the research tool (the questionnaire) is honest in measuring what has been set for measurement, and it is very stable at a very high level, which qualifies it to be a suitable and effective measurement tool for this research and can be applied with confidence, so that the resolution is in its final form.

**Descriptive statistics:**

One sample T test was used to answer the study questions. The paragraph is positive, meaning that the sample agrees with its content if the calculated t value is greater than the tabular t value of 1.97 (or the probability value is less than 0.05 and the weight The percentage is negative in the sense that the sample does not agree with its content if the calculated t value is smaller than the tabular t value of 1.97 (or the probability value is less than 0.05 and the relative weight is less than 60%). The sample in the paragraph is neutral if the probability value is greater than (0.05).

**The first axis: Analysis of paragraphs "correct deviations"**

The t-test was used for a single sample, and the results are shown in Table (4), which shows the views of the study sample members in the paragraphs of the "Correction of Deviations" axis.

**Table 4:** An analysis of the paragraphs of the "correction of deviations"

Organization	Arithmetic Mean	Relative Weight	Standard Deviation	"T" Value	Probability Value
Senior management	3.25	77.8	0.83	3.65	0.001
Faculty members and their assistants	3.35	78.2	0.70	6.566	0.000
Members of The Administrative Board	3.3	76.6	0.71	5.991	0.000
<b>All parties</b>	<b>3.3</b>	<b>77.5</b>	<b>0.746</b>	<b>5.402</b>	<b>0.0003</b>

In general, the views of the members of the senior management, the faculty and their assistants and the administrative body agreed on correcting the deviations as a component of the control systems, and obtained a high approval rate respectively (77.8%, 78.2% and 76.6%).

The researchers attributed this to the attention of the university administration to have clear and specific performance plans to compare with the actual performance and to identify any defect or deviations in the work to be treated.

**The second axis: The field of functional performance:**

The t-test was used for a single sample, and the results are shown in Table (5), which shows the views of the sample of the study sample in the paragraphs of the "functional performance" axis.

**Table 5:** Analysis of the paragraphs of the axis (functional performance)

Organization	Arithmetic Mean	Relative Weight	Standard Deviation	"T" Value	Probability Value
Senior management	3.4	70.225	0.864	5.72	0.000
Faculty members and their assistants	3.49	69.69	0.738	8.492	
Members of The Administrative Board	3.5	69.691	0.601	11.994	
<b>All parties</b>	<b>3.4633</b>	<b>69.86</b>	<b>0.713</b>	<b>8.7353</b>	

In general, the views of the members of "senior management, faculty and their assistants and the administrative body" on the relationship between the dimensions of the control systems in the performance evaluation process in the Islamic University, and obtained a relatively large approval rate, respectively (70.2%, 69.7%, 70%).

**6. TEST HYPOTHESIS:**

First Hypothesis Test: There is no statistically meaningful relationship to correct the deviations and achieve the objectives of control and the performance of the job at the Islamic University.

The Pearson test was used to find the relationship between correcting deviations and functional performance at a level of significance ( $\alpha \leq 0.05$ ) and the results are shown in Table (6), which shows that the value of the significance level is less than 0.05. The calculated value r is greater than r tabular value, 0.135), indicating a significant relationship at the level of statistical significance ( $\alpha \leq 0.05$  between the correction of deviations and the functional performance in the Islamic University of Gaza.

**Table 6:** correlation coefficient between correction of deviations and functional performance

Correct Deviations	Functional Performance					
	Senior Management		Faculty Members And Their Assistants		Members Of The Administrative Board	
	Coefficient Of	Significance	Coefficient Of Correlation	Coefficient Of	Significance	Coefficient Of

	Correlation			Correlation		Correlation
	<b>0.748</b>	<b>0.000</b>	<b>0.0.739</b>	<b>0.000</b>	<b>0.74</b>	<b>0.000</b>

The r tabular value is at a "free" level of 237 and the level of Sig. "0.05" is equal to 0.135

The results confirmed the incorrectness of the main hypothesis that there is no relationship of significant statistical significance between correcting the deviations and achieving the objectives of control and the performance of the function at the Islamic University.

## 7. CONCLUSIONS

1. The analysis of the results revealed that the process of correcting the deviations at the Islamic University in Gaza was good. The relative weight of all the paragraphs was 77.5%, indicating a significant correlation between the correction of deviations and the performance of the Islamic University in Gaza
2. The study found that there was a good approval of the sample on correcting the deviations and their relation to the functional performance. The results of the present study were agreed and the study agreed with the study (shujune, 2007). The study found that there is a good approval of the sample on the process of correcting deviations and their relation to functional performance. Study with study (jiwen, 2005) and study (Jaclyne, 2006). The findings of the present study differed with Shujune (2007) and Al-Rashidi (2010) in the inability to correct the deviations of the weak control system and the inability to make decisions.
3. The method of punishment prevents any process of failure in the performance of work and raises the level of responsibility of the employees to perform the work, but this method of correcting the deviations may lead to negative results in cases where there is an error in the estimates.
4. The wage and incentive system shall be restructured in proportion to the performance of the employees.

## 8. RECOMMENDATIONS

1. The need to ensure that the actual performance of the planned performance is matched and decisions are made to correct the serious deviations and take the necessary measures in terms of retraining and change in regulations, wages and bonuses and punish the culprit, neglect and negligence by deliberate.
2. The need to review the standards, procedures and administrative systems of the Islamic University and identify the weaknesses and shortcomings in the performance of the employees of the University.
3. The importance of measuring the extent of conformity and clarity of the objectives that the university seeks to achieve and which correspond to its mission, and follow up and review the procedures and administrative systems and work to modify them in line with the mission of the university and the objectives of the university to reach them.

## REFERENCES

- [1] El Talla, S. A., Abu Naser, S. S., Abu Amuna, Y. M., & Al Shobaki, M. J. (2017). The Reality of Technical Education in Palestine, International Journal of Engineering and Information Systems (IJEAIS), 1(10),102-117.
- [2] Abbas, Suhaila (2003). Human Resources Management: Strategic Approach, Dar Wael Publishing and Distribution, Amman, First Edition.
- [3] Abu Amuna, Y., Al Shobaki, M., Abu Naser, S., & Badwan, J. (2017). Understanding Critical Variables for Customer Relationship Management in Higher Education Institution from Employee Perspective. International Journal of Information Technology and Electrical Engineering, 6(1), 10-16.
- [4] Abu Naser, S. S., & Al Shobaki, M. J. (2017). The Impact of Senior Management Support in the Success of the e-DMS. International Journal of Engineering and Information Systems (IJEAIS), 1(4), 47-63.
- [5] Al hila, A. A., Al Shobaki, M. J., Abu Naser, S. S., & Abu Amuna, Y. M. (2017). Proposed Model for Learning Organization as an Entry to Organizational Excellence from the Standpoint of Teaching Staff in Palestinian Higher Educational Institutions in Gaza Strip. International Journal of Education and Learning, 6(1), 39-66.
- [6] Al Shobaki, M. J., & Abu Naser, S. S. (2016). The Dimensions of Organizational Excellence in the Palestinian Higher Education Institutions from the Perspective of the Students. Global Journal of Multidisciplinary Studies, 5(11), 66-100.
- [7] Al Shobaki, M. J., & Abu Naser, S. S. (2016). The reality of modern methods applied in process of performance assessments of employees in the municipalities in Gaza Strip. International Journal of Advanced Scientific Research, 1(7), 14-23.
- [8] Al Shobaki, M. J., & Abu Naser, S. S. (2017). The Role of the Practice of Excellence Strategies in Education to Achieve Sustainable Competitive Advantage to Institutions of Higher Education-Faculty of Engineering and

- Information Technology at Al-Azhar University in Gaza a Model. *International Journal of Digital Publication Technology*, 1(2), 135-157.
- [9] Al Shobaki, M. J., Abu Naser, S. S., & Ammar, T. M. (2017). The Degree of Administrative Transparency in the Palestinian Higher Educational Institutions. *International Journal of Engineering and Information Systems (IJEAIS)*, 1(2), 15-32.
- [10] Al Shobaki, M. J., Abu Naser, S. S., Amuna, Y. M. A., & Al Hila, A. A. (2017). Learning Organizations and Their Role in Achieving Organizational Excellence in the Palestinian Universities. *International Journal of Digital Publication Technology*, 1(2), 40-85.
- [11] Al-Alaq, Bashir (2008). *Modern Tools, Theories and Concepts*, Dar Al Yazuri Publishing and Distribution.
- [12] Al-Ameri, Saleh and Al Ghalebi, Taher (2008). *Business Administration*, Amman - Publishing and Distribution, 2008. Pp. 42-43.
- [13] Al-Aqili, Omar Wasfi (1990). *Functions of Business Organizations*, Dar Zahran Publishing and Distribution, Riyadh, 257-258.
- [14] Al-Diri, Zahid (2011). *Administrative Control*, Jordan, Amman, Dar Al-Maysara Publishing and Distribution.
- [15] Al-Faydi, Salim bin Baraka (2008). *Working Groups and their relationship to the performance of security personnel, a comparative study between the security services in Riyadh*, unpublished doctoral thesis, Naif Arab University for Security Sciences, Riyadh, KSA.
- [16] Al-Kafrawy, Auf (1988). *Financial Control*, Second Edition, Jordan, Publishing House.
- [17] Al-Qariouti, Muhammad (2004). *Principles of Management, Theoretical Processes*, Second Edition, Jordan, Dar Wael Publishing and Distribution.
- [18] Al-Rashidi, Ahmed (2010). *Evaluation of the Effectiveness of Internal Control Systems in Commercial Banks*, Unpublished Master Thesis, Middle East University, Amman.
- [19] Al-Sakran, Nasser Mohammed (2005). *Organizational Climate and its Relation to Job Performance, Survey of Private Security Sector Officers*, Master Thesis (unpublished), Naif University for Security Sciences, Riyadh, KSA.
- [20] Al-Sawafiri, Fathi et al. (2002). *Recent Trends in Internal Audit and Audit*, New University House.
- [21] Ammar, T. M., Al Shobaki, M. J., & Abu Naser, S. S. (2017). The Efficiency Extent of the Internal Control Environment in the Palestinian Higher Educational Institutions in Gaza Strip. *International Journal of Digital Publication Technology*, 1(2), 107-126.
- [22] Ben Tarif, Alaa (2010). *Effect of Control Units on Effectiveness of Jordanian Ministries from the Point of View of their Employees*, Unpublished Master Thesis, Mutah University, Al-Karak Jordan.
- [23] Batora, fadelah (2007). *Study and Evaluation of the Effectiveness of the Banking Control System - Case Study of the National Bank for Agricultural Cooperation*, Unpublished Master Thesis, Faculty of Economics and Commercial Sciences, Mohammed Boudiaf University, Algeria.
- [24] Durra Abdel Bari and Sabbagh, Zuhair (2008). *Human Resources Management in the 21st Century*, Amman, Dar Wael Publishing, pp. 304-305.
- [25] El Talla, Suliman A. (2014). *The Reality Of Organizational Climate At The Administrative Staff At Al-Azhar University*, al azhar university gaza journal for humanity sciences, Volume 16, Issue 2, Pages 313-344
- [26] El Talla, Suliman A. (2017). *Organizational Variables And Its Relationship with Job Performance At Gaza Strip Universities From the perspective of Administrative Staff*, *Journal of The University of Palestine for Research and studies*, Vol.7, issue.1, March 2017, p p 65-94
- [27] Harold, Koontz, Cyril, O'Donnell, and Heinz, Wehrich (1984). *management*, Mc Graw, hill, New york, P571
- [28] Hawk, Linda (2010). *The effect of informal mentoring on staff employ performance evaluation scores at California state university san marcoc*.
- [29] Jaclyne (2006). *Effect of organization control system on organization direct deviance*. Michigan state university. United state.
- [30] Jad Al-rab, Saied (2009). *Organization and management of business organizations, an integrated approach within the framework of traditional and contemporary administrative thought*, Dar Al Fajr Publishing and Distribution Library, Cairo.
- [31] Jad Al-rab, Saied (2009). *Strategies for Developing and Improving Performance, Methodological Frameworks and Practical Applications*, Cairo, Dar Al Fajr Publishing and Distribution Library.
- [32] Jiwen (2005). *Organization control mechanism and employ out com*.hong Kong university.hong Kong.
- [33] Kazan, Halim (2013). *Measurement of Employees' Performance: A State Bank Application*, *International Review of Management and Business Research Vol 2 Issue2*.
-

- [34] Kias, Mohammed (2005). A structural study of the internal control system in private universities in Egypt. Unpublished Master Thesis, Ain Shams University, Cairo Egypt.
- [35] Norio and shuichi (2013). The role of middle management and management control in health care .kyoto university.japan.
- [36] Olorunsola E.O (2012). Job Performance and Gender Factors of Administrative Staff in South West.
- [37] Salama, Ashraf A. M., Al Shobaki, Mazen J., Abu Naser, Samy S., AlFerjany, Abed Alfetah M., and Abu Amuna Youssef M. (2017). The Relationship between Performance Standards and Achieving the Objectives of Supervision at the Islamic University in Gaza, International Journal of Engineering and Information Systems (IJEAIS), Vol. 1 Issue 10, December – 2017, Pages: 89-101
- [38] Saleem, Irfan and Khurshid, Aitz, (2014). Do Human Resouree Practices Affect Employee Performance? (January 19,2014PaKistan review, Vol.152 Lssu (4), pp669-688.
- [39] Shahin, Majid (2010). The Effectiveness and Adequacy of the System of Evaluating the Performance of Palestinian University Workers and its Impact on Job Performance, Loyalty and Organizational Trust: A Comparative Study between Al- Azhar University and Islamic University, Master Thesis, Islamic University, Gaza Strip.
- [40] Sharaf, Jihad (2005). The Effect of Financial Control on Continuing Funding for Community Institutions Field Study in the Gaza Strip, Unpublished Master Thesis, the Islamic University, Gaza.
- [41] Shujun (2007). Effect and mood of management control systems on performance evaluation. University of Calgary.in USA.