

# The Role of Measuring and Evaluating Performance in Achieving Control Objectives- Case Study of "Islamic University"

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**Abstract:** *The study aimed to identify the role of measuring and evaluating performance in achieving the objectives of control and 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 which is the questionnaire that consisted of (22) phrases were distributed to three categories of employees of the Islamic University (Faculty Members and Their Assistants, Members of the Administrative Board, Senior Management). 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 research showed a positive role between measuring and evaluating the performance and achieving the objectives of the control of performance in the Islamic University from the point of view of the members (senior management, faculty and their assistants, and members of administrative board).*

*The researchers also recommended a number of recommendations, most notably the provision of an appropriate level of the elements of the control systems today through the modernization and continuous development of performance measures and the need to provide the physical and financial resources necessary to continue the development and achievement within the university, to expand the development of technology in the various activities of the university through the construction of a complete and integrated system to support supervision systems in the university to suit the size of the university. The researchers also recommended following up and reviewing the performance measures and work to modify them in line with the mission and the goals of the university that it seeks to reach.*

**Keywords:** Measuring and Evaluating Performance, Supervision, Faculty Members and Their Assistants, Members of the Administrative Board, Senior Management, Islamic University, Gaza Strip, Palestine.

## 1. INTRODUCTION

The scholars of management and modern administrators have agreed that the achievement of control is linked to the degree of coordination between the administrative processes practiced in these organizations. They also see that the interaction of the administrative elements is the real indicator of the success of any administrative work. The most prominent of these elements is the control element which seeks to unify Financial and human resources and channeling their efforts to the right track (Alaqui, 2000).

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 specified standards. The information and communication system provides the required information for measurement and performance evaluation.

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. PROBLEM STATEMENT

The problem of research can be formulated through the following question:

**Q1-:** What is the role of measuring and evaluating performance in improving the level of performance of the employees of the Islamic University?

## 3. 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 Gaza Strip and to verify the strength or weakness of the university.
2. To know the extent of the process of measuring and evaluating the performance of the Islamic University in Gaza Strip in raising and improving the level of job performance at the university.

## 4. RESEARCH IMPORTANCE

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. Despite the existence of many Arab and foreign studies that dealt with the subject of censorship and its relationship to improving performance, these studies were not sufficient in a way that could better and more comprehensively know its importance and place in the administrative process of the organization.
3. 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.
4. 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.
5. 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.
6. This research provides researchers with a theoretical and practical basis for the dimensions of performance control systems, methods and control concepts to measure and evaluate performance and their impact on performance.

## 5. RESEARCH HYPOTHESIS

**Ho 1:** There is no significant statistical significance for measuring and evaluating performance in achieving the objectives of supervision at the Islamic University.

## 6. RESEARCH LIMITS AND SCOPE

1. **Subject Limit (Academic):** The study was limited in its objective to study the role of measuring and evaluating performance in achieving the objectives of supervision - the case study of the Islamic University.
2. **Human Limit:** The study was conducted on all employees (senior management, faculty members, their assistants and members of the administrative board) at the Islamic University under study.
3. **Institutional limitation:** The study was conducted on Palestinian universities.
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.

## 7. LITERATURE REVIEW

The following studies are the basic basis adopted by the researcher to reach the problem of study. The following is a set of research studies and practical models that have been associated with this concept to identify the most important problems and issues dealt with in these studies and to identify the methods and procedures followed and their results.

- 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 (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.

## 8. 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). 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 are 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 proper solutions.

### ▪ **Effective Control System:**

H. Koontz & Cyrit (1976) has compiled a list of ten considerations or characteristics of the effective control system, characterized by general characteristics that can be summarized below:

1. Speed detection in deviations
2. It is essential that the regulatory system be consistent with the nature of the organization's activity, size, objectives, future aspirations and the type of industry to which it belongs.
3. Respond to changes, as the hallmark of the business environment today is dynamic and continuous change.
4. Clarity and ease of understanding is not the existence of the system but the possibility of application and success.
5. Economic: It is assumed that the use of control systems commensurate with the potential of the organization, and the objectives to be achieved
6. Objectivity: Control systems are realistic and not overvalued so they can be applied in a manner consistent with the organization's conditions.
7. The possibility of correcting errors: A good regulatory system is not the system that detects deviations only, but also can correct these deviations in the end (Obaid and Abdel Wahab, 2001).
8. Integration: The integration of SAIs indicates that these systems need to be assimilated to all standards for all organizational plans (Al-Matarnah, 2006).

### • **Control Sections:**

1. **Control in terms of time and timing** (Al-Saeed, 2013): before, during and after implementation.
  2. **Control in terms of source** (Al-Ameri and Al-Ghalebi, 2008).
  3. **Control by level:** (strategy - structural - financial - operations).
  4. **Control by specialization or activity, including this control** (Al-Aqili, 1990):
- A. **Control of administrative work:** The aim of the control of administrative work is to ensure the proper functioning of administrative units administrative and also the use of human resources to ensure the implementation of policies that were decided to achieve the objectives of the establishment and the task of monitoring follow - up performance and evaluation.

- B. **Accounting and Financial Control:** is the control over the activities of financial management related to the collection and disbursement of funds and good use, that is, it focuses on the financial statements and the objective of reviewing the proceeds from revenues and expenditure from spending to ensure the accuracy of financial actions and detect errors and search for the causes of the occurrence and find ways and means of treatment, Responsible for mistakes and accountability.
- C. **Technical Supervision:** This type of supervision is applied to the professional or professional fields, which are practiced by professionals such as medical, engineering, accounting, legal and other works.

5. Supervision of regular or routine activity:

As there are some operations and multiple office work carried out by the organizations called these actions many of the names such as: work procedures, work routines, methods of work or methods of work, and reflect the procedures and means of doing business without them is not completed work. Examples of this are employee vacations, procurement of furniture and outgoing mail, archiving of messages and documents in files, and some basic technical methods used to control these routine procedures (Al-Farra et al., 2003):

- **Machine log map:** The amount of work performed by each machine and the time lost is indicated in a chart showing the number of hours.
- **The worker's record:** It aims at knowing the time taken by the worker in his work and the amount of production he achieves at that time. The purpose of this record is to identify the extent to which the worker completed his duties during the scheduled time
- **Design map:** The work flow according to the sequence of operations and stages and different from the map of the worker's record in that it describes the processes that are delayed.

▪ **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 achieving certain results required by the work, through the employee's business and certain tasks conform to the policies, procedures and conditions of the organization's environment in which the employee works. 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. Among the internal factors affecting the effective performance of the employee are the objectives, structure, procedures used, resources and strategic position, and external factors that shape the economic, social, technological, civilizational, political and legal factors. Thus, the elements of effective performance are (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:** the skills, knowledge, skills, interests, values, trends 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. **Quality of work:** The extent of what the employee is aware of his work, and his desire and technical skills and the ability and ability to organize, and the implementation of work without mistakes (Al -Sakran, 2005).

▪ **Measuring and evaluating performance in the audit 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 certain patterns or levels of performance to be achieved through implementation. These criteria measure and evaluate performance and the plan is the basis of control. Therefore, the objectives of the plan are considered desirable performance criteria.

**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. Correcting 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.

▪ **Modern methods and methods in measuring and evaluating performance:**

Much criticism has been directed at the traditional method of evaluation for relying on the personal characteristics of subordinates rather than on measurable targets for performance. It also suffers from the personal bias of the presidents, and thus began to consider the development of traditional methods to become better ways to evaluate the performance of individuals. Among these modern methods are (Abdul Baqi, 2000):

**1. Critical facts:**

This method is one of the most recent methods of evaluating performance by collecting as many facts as possible that affect employee performance. The evaluator is required to carefully monitor the performance of his subordinates to determine which of these events occurred during the performance of their duties and responsibilities. After this, the management assesses the employee's performance, based on the number of events that have occurred in his performance.

**This method is characterized as:**

- A. Reduce the bias in the evaluation.
- B. An improvement in the level of supervision, as it compels the direct supervisor to observe the performance of his subordinates accurately, to determine which facts occurred in the performance of his function.
- C. Give a clear and accurate idea of the performance of the employee.
- D. This method requires the ability and efficiency of the high direct supervisors, requiring them to careful observation of the performance of subordinates, to find out the duties and responsibilities of the functions performed by their subordinates successfully or failure, and analyze the reasons and compare with the facts set.

**2. Method of compulsory selection:**

This method is based on the evaluator's choice of two of the four terms that describe a particular attribute of the individual so that one of the selected phrases describes the individual as best and the other is far from the individual's description as the following example illustrates:

▪ **The first Group:**

- (1) is bold.
- (2) Likes responsibility.

▪ **The second group:**

- (1) is passive.
- (2) Does not like responsibility.

This method is characterized by the fact that weights given to each selected phrase are unknown to the evaluator and kept secret in the institution. This would reduce the bias in the evaluation process; it might choose (a) group I, group B, and positive points for the evaluator in both cases, while group B (group A) And does not take any positive points in the evaluation, because the evaluator does not know which of the positive statements describing the good performance of the individual or any of the negative statements are far from the description of the individual (Berber, 2003):

This method is characterized by its ability to achieve objectivity in the evaluation, the resident does not know when choosing the qualities of the importance of each, and whether the choice in the interest of the employee or not? It is also necessary to compel the evaluator to study the employee's performance accurately and to make analytical judgments for the expressions, in order to determine their conformity with the employee's behavior and qualities. But the following are taken: (Difficult to understand because of their complexity and their need for skill and experience in the design of diodes and not to ensure the confidentiality of the list of weights).

### **3. Method of field research:**

This method is mainly based on the active involvement of the personnel management in the evaluation of the performance of the employees of the institution. The application of this method is that a representative or representatives of the Department of Personnel meet with each head of the Office and ask questions and answers to each individual working under the supervision of that President. Once the representative of the Personnel Department has returned to his office, the written answers are written in a preliminary form, in which a copy is sent in its initial form for review by the President and then finalized. The individuals whose performance is assessed on the basis of one estimate (excellent, good, satisfactory, acceptable, or unsatisfactory).

### **4. Method of collective assessment:**

In this way, the worker's performance is assessed by a committee composed of a number of members, one of whom is the direct chairman of the worker, and the committee member may be a representative of the organization's personnel department. The members of the committee must be those who know the worker and the nature of his work.

### **5. Results-Based Evaluation (Shawish, 2005):**

This method is based on the results or the results achieved by the individual as a basis for evaluating its performance. This method is based on certain guarantees that give it objectivity in the assessment, and develop a kind of spirit of cooperation between the president and his subordinates in a manner that fulfills the wishes of the individual and the cooperation of the presidents, and the objectives of the institution. Scientific experiments have shown the success of this method in some institutions in developed countries, and achieved fruitful results.

#### **▪ Indicators of measuring and evaluating performance in universities:**

##### **1. Quantitative evaluation of university performance:**

It is possible to use the following indicators, some of which were mentioned during the advanced presentation and other indicators, the most important of which are: (the rates of turnover, staff turnover rates, absenteeism, delay and absenteeism rates, success rate at the university level as a whole, the proportion of cases of dismissal / total cases of students, the success rate and the degree of excellent or very good.

##### **2. Evaluation of the efficiency of administrative and financial systems:**

The administrative and financial system is the driving force of the university's education, research and studies systems, and unless it is effective and efficient, the university system will be exposed to multiple risks that may lead to its failure to achieve its mission.

##### **3. Evaluating the performance of the community service sector and environmental development (Abu El-Nasr, 2008):**

This is done by measuring the following indicators:

The senior management of the universities is convinced of the strategic importance of this sector ... This is evidenced by the appointment of distinguished scientific and administrative competencies and the provision of budgets for expenditure.

#### **▪ Measure and evaluate actual performance:**

It means measuring the results actually achieved, and adopting this step and the possibility of objective evaluation of the standards and their ease. In general, the process of measurement of original performance and creativity must be available, Since many of the work is difficult to measure directly, making recourse to indirect controls necessary to compare actual performance with standards (Al-Rashidi, 2010).



## 9. STUDY PROCEDURES

The problem of research can be formulated by answering the following question:

What is the role of measuring and evaluating performance in improving the level of performance of the employees of the Islamic University?

Accordingly, the main hypothesis of the research is as follows:

"There is no significant statistical significance for measuring and evaluating performance in achieving the objectives of supervision at the Islamic University."

The community of the study consists of all employees (Faculty Members and Their Assistants, Members of the Administrative Board, Senior Management) in the Islamic University (314) employees.

The researchers used the random stratified sample method by the University for the Three Categories of study (Faculty Members and Their Assistants, Members of the Administrative Board, Senior Management). A survey sample (30) questionnaire was distributed to the workers to test the internal consistency, structural honesty and stability of the questionnaire. After verifying the validity and reliability of the test, A questionnaire on the employees (senior management, faculty members and their assistants, members of the administrative board). A total of 276 questionnaires were retrieved with a refund rate of 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: The first dimension (measuring and evaluating performance) is discussed and consists of (10) 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. Honesty measurement:**

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

By calculating Pearson correlation coefficients between each paragraph and the total score of its axis, as follows:

##### **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 first axis "measuring and evaluating performance" and the overall rate of its paragraphs are significant at the level of (0.05).

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

The correlation coefficients between each of the paragraphs of the first axis, "functional performance" and the overall rate of its paragraphs, which shows that the correlation coefficients shown 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 the calculated(r) is greater than dividing the tabular (r) which is equal to (0.361).

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

Dimensions	Coefficient Of Correlation	Level of significance
Measure and evaluate performance	0.628	0.018
Functionality	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

Table (3) shows that there is a relatively high stability coefficient for the resolution paragraphs.

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

Axis Content	Midterm Retail			
	Number Of Paragraphs	Coefficient Of Correlation	Correlation Coefficient Corrected	Moral Level
Measure and evaluate performance	10	0.9025	0.9488	0.000
Functionality	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.

**10. DESCRIPTIVE STATISTICS:**

One sample T test was used to answer the study questions, and the paragraph is considered positive, meaning that the sample agrees with its content if the calculated t value is greater than the tabular t value which is equal to 1.97 (or the probability value is less than 0.05 and the relative weigh is greater than 60%). The paragraph is considered 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 that equal to -1.97 (or the probability value is less than 0.05 and the relative weight is less than 60%). The views of the sample in the paragraph shall be neutral if the probability value is greater than (0.05).

**The first axis: Analysis of the paragraphs "measuring and evaluating performance"**

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 "Measure and Performance Appraisal" sections.

**Table 4:** Analysis of the paragraphs of the first axis, "measuring and evaluating performance"

Organization	Arithmetic Mean	Relative Weight	Standard Deviation	"T" Value	Probability Value
Senior management	3.11	74.3	0.771	1.618	0.108
Faculty members and their assistants	3.2	73.69	0.70	3.744	0.000
Members of The Administrative Board	3.32	72.60	0.60	7.237	0.000
All parties	3.21	73.53	0.690	4.199	0.036

In general, the views of the members of the senior management, the faculty and their assistants, and the administrative board agreed on "measuring and evaluating performance" as a component of the control systems, and obtained a high percentage of approval respectively (74.3%, 73.69%, 72.6%).

The researchers attributed this to the keenness of the Council of the Islamic University to excel in its performance because of strong competition by the universities in the sector and that the measurement and evaluation of performance is a continuous and permanent process aimed at distinguishing the university.

**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>	3.4633	69.86	0.713	8.7353	

In general, the views of the members of "senior management, faculty and their assistants and the administrative board" 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%).

**11. TEST HYPOTHESIS:**

**Ho 1 test:** There is no significant statistical significance for measuring and evaluating performance in achieving the objectives of supervision at the Islamic University.

The Pearson test was used to determine the relationship between performance measurement and performance 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  $\alpha \leq 0.05$  and the calculated value r is greater than the tabular r value (0.135), which indicates a significant relationship at the level of statistical significance between the measurement and evaluation of performance and performance of employment at the Islamic University in Gaza.

**Table 6:** The correlation coefficient between measuring and evaluating performance and performance

Measure And Evaluate Performance	Functionality					
	Senior Management		Faculty Members And Their Assistants		Members Of The Administrative Board	
	Coefficient Of Correlation	Significance	Coefficient Of Correlation	Significance	Coefficient Of Correlation	Significance
	0.736	0.000	0.0.698	0.000	0.736	0.000

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

**12. CONCLUSIONS**

1. The analysis of the results showed that performance measurement and evaluation were used to a good degree at the Islamic University in Gaza, where the relative weight of all the paragraphs (73.53%) showed that there is a relationship between performance measurement and performance and the performance of the Islamic University in Gaza Strip.
2. The findings of the study found that there is a good (medium) approval of the sample on the measurement and evaluation of performance and its relation to the performance of the job. The results of the current study were agreed with the study of (Shujune, 2007) and (Hawk, 2010) and (Al-Rashidi, 2010) the performance evaluation process is performed correctly and affects the performance and effectiveness of the measurement and evaluation of performance. The results of this study differed with (Shahin, 2010) in the weakness of the process of measuring and evaluating performance, which negatively affects performance.
3. The results of this study were agreed with the study of (Batora, 2007), (Ben Tarif 2010), (Jaclyne, 1990), (Olorunsola EO, 2012), (Kazan, 2013), and (Halaibah, 2014) on a strong relationship between the application of control systems and performance improvement.

**13. RECOMMENDATIONS**

1. The study recommended continuous improvement in the performance measures used by the university as required by the nature of the work. It may be necessary to benefit from the technological and information development, which positively affects the employees and improve their performance.
2. It recommended that clear measurement of the performance measurement and evaluation process, which is a basic chain of any regulatory system, should be given to models in the performance appraisal process, a model for each function, fairness in the performance measurement and evaluation process and a comprehensive evaluation of all staff without exception.

3. It recommended that attention should be given to measuring the extent of conformity and clarity of the objectives that the university seeks to achieve, which correspond to its mission, follow up and review the procedures and administrative systems and work to amend them in accordance with the mission of the university and the objectives that the university seeks to reach.

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