

The Role of Administrative Procedures and Regulations in Enhancing the Performance of The Educational Institutions - The Islamic University in Gaza is A Model

Ashraf A. M. salama¹, Youssef M. Abu Amuna², Mazen J. Al Shobaki³, Samy S. Abu Naser⁴

^{3,4}Department of Information Technology, Faculty of Engineering and Information Technology, Al-Azhar University, Gaza, Palestine

¹SalamaAshraf2018@gmail.com, ²yabuamuna@gmail.com, ³mazen.alshobaki@gmail.com, ⁴abunaser@alazhar.edu.ps

Abstract: The study aimed to identify the role of administrative procedures and systems in enhancing the performance of the educational institutions in the Islamic University in Gaza. To achieve the research objectives, the researchers used the analytical descriptive approach to collect information. The researchers used the questionnaire distributed to three categories of employees at 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 questionnaires were retrieved with a recovery rate of 88.1%. The Statistical Analysis Program (SPSS) was used to enter process and analyze data.

The results of the research showed a positive role for the administrative procedures and systems in enhancing the performance of the Islamic University from the point of view of the members (senior management, teaching staff and their assistants and the administrative body), where the relative weight of all the paragraphs (73.728%). The analysis of the results revealed that the administrative procedures at the Islamic University in Gaza are used to an acceptable degree. The relative weight of all the paragraphs is 70%. This indicates a relationship between administrative procedures and regulations and the performance of the Islamic University in Gaza Strip. The study found that there was a good degree of approval from the sample regarding the administrative procedures and their relationship to the job performance. There exist a sufficient degree of powers to the deans and department managers to carry out their tasks, with the use of plans as control tools. And that there are rules and procedures provided for decision-making in the University Council. It also has full powers to manage the university to improve the teaching and learning environment.

The researchers also recommended a number of recommendations, including the need to follow up on the procedures and systems of management and update them continuously in the light of changes that may occur and to ensure the existence of a strong system of electronic information systems within the university. There is a need to provide mechanisms for obtaining information about the surrounding external environment, and effective mechanisms to provide managers with the necessary information in a timely manner. The importance of providing channels of communication that enables staff to communicate information about any violations and breaches. The study also recommended the follow-up, review, procedures and administrative systems, and work to modify them in line with the mission of the university and the objectives that the university seeks to reach.

Keywords: Procedures, Administrative Systems, Job Performance, Educational Institutions, Islamic University, Gaza, Palestine.

1. INTRODUCTION

The views of the modern management and administrative scientists agree that the achievement of control is linked to the degree of coordination between the administrative processes practiced in these organizations, and they see that the interaction of the elements of the administrative process is the real indicator of the success of any administrative work, perhaps the most prominent of these elements is the control that seeks to unite Financial and human resources and channeling their efforts to the right track (Alaqqati, 2000). The process of measurement and performance evaluation is a step in the series of the organization's control system. This process is difficult and easy to achieve in order to establish specific criteria that are not likely to be tried or evaluated. The more clear and specific the criteria, the easier, faster and clearer the measurement is. 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.

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

Therefore, it needs to have a performance evaluation system through which it can communicate to the specific value of university activities and programs through the use of certain benchmarks Which helps to understand and understand the relationship between the various elements of the evaluation,

and to be based on specific criteria to which all components of the university work can be measured so that through these standards can judge the performance of the university and its employees and the extent to which it can promote the mission of the university defined in its basic stated objectives.

2. THE GENERAL FRAMEWORK OF THE STUDY

2.1 PROBLEM STATEMENT

Researchers found many problems, including:

1. The performance standards used do not rise to global standards of integrity, transparency and credibility
2. Low performance and high cost of services provided.
3. The adoption of human resources policies on discrimination and lack of credibility, leading to the lack of transparency and weakness in the framework of accounting and accountability.
4. 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 job performance and the organizational climate in the university.
5. Absence of the real standards of performance control due to the high incidence of complaints and grievances due to the lack of participation in decision-making and lack of interest in some aspects related to humanitarian and practical staff.
6. The role of nepotism and factionalism within the university departments.

The researchers believe that the problem of study can be formulated to answer the following main question:

Q1- What is the role of administrative procedures and systems in enhancing the performance 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 find out how the performance standards available at the Islamic University in Gaza Strip affect the improvement and improvement of the university's performance level.
2. To know the impact of the administrative procedures and systems at the Islamic University in Gaza Strip in enhancing the performance of the university.
3. A statement of the effectiveness of the performance control systems of the Islamic University to achieve its objectives and its relation to the performance of the job at the Islamic University.

2.3 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. This research may positively affect senior management (decision makers) by providing them with information on the reality of administrative procedures and regulations and their role in enhancing the performance of the Islamic University in Gaza Strip.
3. This study may represent a picture of the evaluation of 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 enhancing the job performance.
4. 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.

2.4 RESEARCH HYPOTHESIS

Ho 1: There is no statistically significant relationship between administrative procedures and regulations and the performance of the Islamic University in Gaza Strip.

2.5 RESEARCH LIMITS AND SCOPE

1. **Subject Limit (Academic):** The objective of the study was to study the role of administrative procedures and regulations in enhancing the performance of the educational institutions.
2. **Human Limit:** The study was conducted on the staff of the Islamic University.
3. **The spatial limit:** The study was conducted in the State of Palestine, and was limited to the Islamic University in Gaza Strip.
4. **Time Limit:** The study was conducted in 2018.

3. LITERATURE REVIEW

- A study of (Al Shobaki et al., 2018) 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.

- A study of (AlFerjany et al., 2018) 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 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.
- 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.
- 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.

- 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.

4. THE THEORETICAL FRAMEWORK OF THE STUDY

Procedures and administrative systems as part of the regulatory system

The systems, regulations and administrative procedures represent means and methods that are objective and essential in the process of monitoring and evaluating performance in order to improve the performance level of any organization of any size and activity. These are the vital and essential priorities for the organization. It plays an important and vital role that defines the procedures, standards and plans to be implemented and their importance in supporting the process of taking timely decisions. The study (Kias, 2005) has shown that the lack of interest in administrative procedures leads to weakness in the control systems and therefore the lack of achieving the control objectives. Bierstaker (2007) showed that there is a positive relationship between the proper administrative procedures and the quality of performance in terms of speed and accuracy.

While the study (Kullab, 2004) showed that the elements of administrative procedures are of great importance in the effectiveness of control. The study (Batora, 2007) showed that sound administrative procedures positively affect the support of the supervisory processes and contribute to supporting the monitoring process to achieve its objectives. Administrative procedures and systems are also an important part of the control process, which includes correction of deviations, performance standards, performance measurement and evaluation. The following is an overview of how the integrated control system components contribute to improved functionality.

1. Defining performance criteria:

This is the right starting point for any regulatory system. Without standards, it is difficult to judge the work done. Researchers divided criteria that could be used to assess performance to the following (Al-Alaq, 2008):

- A. **Quantitative criteria:** the quantity of production in units.
- B. **Quality standards:** the quality and quality of goods produced.
- C. **Time criteria:** the amount of time required to produce a particular good or service.
- D. **Cost criteria:** Any expenditure incurred.

Many studies have pointed to the importance of auditing standards in any organization, regardless of the nature of their work, including Madi (2011). The study found that weakness in the use of performance standards in the control process, which negatively affects the effectiveness of the organization. The performance criteria used are objective and positively affect the performance of the employees in the organization and the standards are set by the higher supervisors, which positively affects performance. The study (Farze, 2012) showed that bias and manipulation in the use of performance criteria influenced job performance assessment, job dissatisfaction, and desire to leave. Hawk (2010) has shown that control systems, including performance standards, affect the quality of performance in terms of speed and accuracy.

2. Measuring and evaluating actual performance:

This measure is based on the possibility of objective evaluation of the previous step and on the criteria and its ease. In general, it must be available in the process of measuring original performance and creativity, since many of the work is difficult to measure directly, making recourse to indirect means of control it is necessary to compare actual performance and standards (Al-Ameri and Al-Ghalebi, 2008). The present study agreed with the study (Shujune, 2007) and the 2010Hawk study (Al-Rashidi, 2010) and the effectiveness of measurement and performance assessment.

3. Correction of deviations:

Several studies have shown that 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 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 it is planned for. The study was completed with the study of (Kias, 2005), the study (shujun, 2007), jiwon (2005), and the study (Jaclyne, 2006).

▪ The Performance

Effective 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 conditions 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, Sabbagh, (2008):

1. **Employee adequacy:** It means its 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 of economic, social, technological, civilizational, political and legal factors.

The following are the elements of effective performance (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 work in 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 to which the employee is aware of his work, his desire, technical skills, skill 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:** It is the measurement of the extent to which the organization's objectives 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:

Achievement of objectives Good Weak	Effective and efficient: Goals are accomplished, resources are running well (high productivity)	Effective but not efficient: goals are Achieved and Resources are wasted
	Efficient and ineffective: Resources are well exploited	Neither effective nor efficient: Goals do not verified and resources are wasted
	Weak Resource Usage Good	

Figure 1: illustrates the achievement of the objectives in the context of good utilization of resources

Inactive Performance Sources:

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 several 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 (2), the integration of sub-systems can be clarified to assess the overall performance of scientific and university institutions.

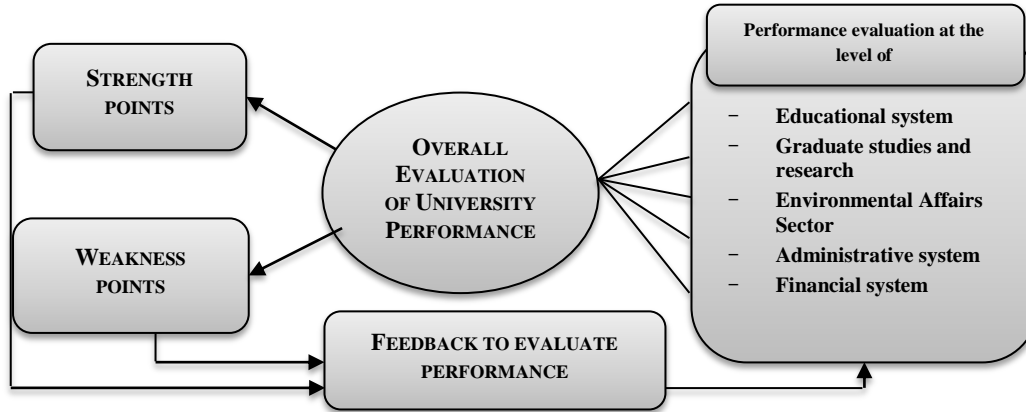


Figure 2: Clarification of the integration of subsystems to evaluate the overall performance of scientific and university institutions
Source: Jad Al-rab, Saied (2009). Strategies for Developing and Improving Performance, Methodological Frameworks and Practical Applications, Cairo, Dar Al Fajr Publishing and Distribution Library, p. 522.

The proposed framework for the performance control system in the Islamic University under study:

In light of what has been reviewed previously of the dimensions of the problem of study and the objectives of the study to achieve, and the preliminary data collected by the researchers on the study, and the literature evaluation of performance control systems. And previous studies reviewed and analyzed in the area of (performance control systems). In addition to the personal interviews conducted by researchers with some officials at the Islamic University through the preparation of the exploratory study, and with some university employees; to reach the components of a proposed framework for performance control systems, and the researchers reached the proposed model of this study through five stages as follows:

The first stage: Supporting senior management of the performance control systems at the university through the following:

1. The need to review weaknesses and shortcomings in the organizational structure or change the organizational structure at the university, which supports the principle of delegation of authority and the creation of functions to link universities to the environment and society through the conduct of self-assessment and periodic survey of the environment to identify changes and use the results as feedback in planning processes The future.
2. To prepare an accurate job description for the workers as a means to avoid mistakes and encourage workers to take appropriate corrective actions in case they occur through the development of preventive control.
3. Building a stable and continuous regulatory system that avoids marginalization or demarcation and clarifies its functions to all
4. The need to develop appropriate strategies for the university, according to internal and external data, and the use of modern technology in information and

communication systems, in addition to providing the appropriate environment commensurate with the latest developments and technological developments and accelerating in our time.

5. Development of technological infrastructure (hardware, software, communication networks, databases, human skills) given the great advantages it offers.
6. The necessity of participation of staff in the development programs to support the control systems and provide the material resources necessary for the continued development of human capital and encourage the achievement of creativity and innovation to develop and improve performance.

Phase 2: Provide the pillars and requirements for building performance control systems:

The university administration recognizes that the achievement of its objectives depends on a variety of means and methods, the most important of which is the existence of a supervisory system for its performance. Accordingly, the university administration must identify the most important opportunities for building an effective, scientifically sound, accurate and clear regulatory system that serves the objectives of the organization and achieves its goals. The organization's goal in this improvement is that human resources are those that work, produce and innovate. Furthermore, it is considered one of the most important components of intellectual capital in modern business organizations. In order to achieve this, the university administration must take the following considerations at this stage:

- A. To identify the views of the employees of the control systems and to identify their attitudes towards how to improve performance through (survey lists, interviews, notes, open meetings, direct contacts, trade unions).
- B. Feasibility study of applying this model through:
 1. Feasibility study by knowing the capacity of this model and its application to support the objectives of the organization and its strategic plan.

2. Technical feasibility study: Through the knowledge of the availability of technical and technical capabilities to implement this proposal and its ability to meet the needs of individuals with regard to communication and exchange of information necessary and appropriate between all units and administrative departments in the university.
3. Feasibility study: through cost and return analysis of the application of this model.

Phase III: Identification of programs and plan in support of performance control systems.

Review and develop the organizational structure and determine the powers clearly and characterized by flexibility and ability to respond to variables.

1. Supporting and developing regulatory activities that contributes to achieving the organizational objectives.
2. Supporting and developing information systems, communication, communication, technical and information support.
3. Supporting quality systems and accreditation at the university.
4. Support and develop performance standards and administrative procedures commensurate with the capabilities and potential of the staff.
5. Supporting and developing all mechanisms involved in building modern and more sophisticated control systems.
6. Developing the regulatory standards in line with the nature of the business (academic, administrative and service).

Phase IV: Implementation and implementation of activities and programs prepared:

- Experts and consultants.
- Board of Trustees.
- University Council.
- University Administration.
- Quality Deanship.
- Deanship of planning and development.
- Members of the administrative body.
- College deans.
- Quality teams.
- Teams of Excellence.

Phase 5: Monitoring and Evaluation of Implementation Results:

The process of monitoring and evaluation represents the final stage of the basic stages of application in the research, in which the university is able to know whether the application of its strategic choice has achieved its objectives and the extent of success. The monitoring and evaluation process includes improving the various activities and programs that occur within the university, so that possible deviations can be identified so that strategic management can take appropriate corrective actions in a timely manner to ensure that the right direction is in place. The extent to which strategic objectives can be achieved through performance indicators:

A. Suggested Executive:

1. The exploratory method: It is based on the implementation and application of programs and model to a specific department or college, and if proven

The implementation of the strategy involves a series of interrelated activities, including: performance criteria, performance measurement and evaluation, management procedures and the process of rectification. The strategic implementation process affects all parts of the organization and is therefore not an easy process, as it requires a range of activities and programs to be undertaken by senior management. This phase therefore includes the following considerations:

A. Provide the necessary support for implementation:

- Defining the annual goals of the university emanating from its strategic objectives.
- Build appropriate events and policies to achieve those goals.
- To undertake resource planning, review performance standards and administrative procedures and systems.
- Develop plans for wages, bonuses and incentives in line with the performance of employees.
- Provide technology-based training tools and aids, in a way that allows for distance learning, and to benefit from similar global environments.
- Improvement and continuous development of the control systems in accordance with the nature of the tasks, work and programs at the university.
- The need to choose good and creative human resources that can adapt to the nature of work
- To create an effective system for measuring and evaluating the performance of employees.

B. Participants in the implementation:

success and success is applied to all departments and colleges

2. The method is based on the implementation and application of the programs and the model in stages, in the sense that the application to the circle or college after college to ensure that it succeeds at each stage.
3. The method is direct: It is based on the implementation of the model once in all departments and colleges and may be the degree of risk is high in terms of cost and return and if the adoption of this method, so the researchers prefer to use the first method.

B. Monitoring and Evaluation Results:

This stage is accomplished by providing a complete system for evaluating and monitoring the results achieved from the implementation and implementation of the model. The objectives can be achieved by identifying the following:

- Degree of satisfaction and acceptance of employees for performance control systems
- The degree of acceptance of employees for performance control, fairness and effectiveness.
- Opinions of directors, deans, heads of departments, departments and departments of quality and control.
- The opinions of the clients and all parties concerned with the University.

5. STUDY PROCEDURES

The research problem can be formulated as follows:

Q1- What is the role of administrative procedures and systems in enhancing the performance of the Islamic University?

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

Ho 1: There is no statistically significant relationship between administrative procedures and regulations and the performance of the Islamic University in Gaza Strip.

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 stratified random sample method by the university for the three categories of study (academics, administrators and services) A survey sample (30) was distributed to the workers to test the internal consistency, structural honesty, stability of the questionnaire, After verifying the validity and reliability of the questionnaire, 314 questionnaires were distributed to the employees (senior management, faculty members and their assistants, members of the administrative board) A total of 276 questionnaires were retrieved by redemption 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
The Number	124	150	40	314
The Ratio	%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 (administrative procedures and systems) 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:

Validate the paragraphs of the questionnaire:

The Validity 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 composed of specialists in administration and statistics. The researchers responded to the opinions of the arbitrators and made the necessary deletion and modification in the light of their proposals after registering them in a form prepared for this purpose.

2. Sincerity measurement:

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
Administrative procedures and regulations	0.773	0.000

A. Internal consistency of the resolution paragraphs:

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

First: the internal honesty of the paragraphs of the first axis "administrative procedures and regulations"

The correlation coefficients between each of the paragraphs of the first axis "administrative procedures and systems" and the total rate of its paragraphs is 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 first axis, "functional performance" and the overall rate of its vertebrates, which shows that the correlation coefficients shown at the level of significance (0.05)

B. 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 calculated value (r) is greater than the tabular value(r) which is equal to (0.361).

Functionality	0.769	0.000
---------------	-------	-------

According to the following equation: 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.

C. 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-Brown Coefficient correlation.

Table 3: Stability coefficient (Half-Split Method)

Axis Content	Half-Split			
	Number Of Paragraphs	Coefficient Of Correlation	Correlation Coefficient Corrected	Moral Level
Administrative procedures and regulations	8	0.7731	0.831	0.000
Functionality	12	0.6747	0.8821	0.000
All Paragraphs	20	0.7140	0.8616	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 an appropriate and effective measurement tool for this research and can be applied with confidence.

5.1 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 Relative greater than 60%), the paragraph 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, which is -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 of "administrative procedures and regulations"

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 "Administrative procedures and procedures" axis.

Table 4: Analysis of the paragraphs of the axis, "administrative procedures and regulations"

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
All parties	3.3	77.5	0.746	5.402	0.0003

In general, the views of the members of the senior management, the faculty and their assistants, and the administrative body agreed on the "administrative procedures and regulations" as a component of the control systems, and received a high approval rate respectively (77.8%, 78.2%, 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	68.4	0.773	6.265	0.000
Faculty members and their assistants	3.6	72.0	0.533	13.929	
Members of The Administrative Board	3.5	70.6	0.65	11.387	
All parties	3.4	68.4	0.773	6.265	

In general, the views of the members of the "senior management, the teaching staff and their assistants, and the administrative body" agreed on the axis of administrative procedures and regulations. And received a high approval rate were respectively (68.4%, 72.0%, 70.6%).

5.2 Testing Hypothesis Research:

Ho 1: There is no statistically significant relationship between administrative procedures and regulations and the performance of the Islamic University in Gaza Strip.

Pearson's method was used to find the relationship between administrative procedures and systems and the functional performance at the level of significance and results are shown in Table (6) which shows that the value of the significance level is less than ($\alpha \leq 0.05$). The calculated value r is greater than the r value (0.135), which indicates a significant relationship at the level of statistical significance ($\alpha \leq 0.05$) between the procedures and administrative systems and the functional performance at the Islamic University in Gaza.

Table 6: The correlation coefficient between administrative procedures and regulations and functional performance

Administrative procedures and regulations	Functional Performance					
	Senior Management		Faculty Members And Their Assistants		Members Of The Administrative Board	
	Coefficient Of Correlation	Significance	Coefficient Of Correlation	Coefficient Of Correlation	Significance	Coefficient Of Correlation
	0.69	0.000	0.708	0.000	0.702	0.000

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

6. CONCLUSIONS

1. The results of the study showed a positive relationship between the administrative procedures and systems in enhancing the performance of the Islamic University from the point of view of the members (senior management, teaching staff and their assistants and the administrative body), where the relative weight of all the paragraphs (73.728%).
2. The analysis of the results revealed that the administrative procedures at the Islamic University in Gaza are used to an acceptable degree. The relative weight of all the paragraphs is 70%. This indicates a relationship between administrative procedures and regulations and the performance of the Islamic University in Gaza Strip.
3. The study found that there is a good degree of approval from the sample regarding the administrative procedures and their relation to the job performance. The results of the study were agreed with the study of (Kias, 2005) and (shujun, 2007). The study concluded that there is a good approval of the sample on the process of correcting the deviations and their relation to the functional performance. The results of the study were agreed with (Jiwen, 2005) and (Jaclyne, 2006).

4. There is sufficient degree of authority for deans and department managers to carry out their tasks, with the use of plans as control tools.
5. There are established rules and procedures for decision-making in the University Council.
6. Full powers are available to the university administration to improve the teaching and learning environment.

7. RECOMMENDATIONS

1. The need to continue attention to the procedures and systems management and updating continuously in the light of changes that may occur and to ensure the existence of a strong system of electronic information systems within the university
2. The need to provide mechanisms to obtain information for the surrounding external environment and effective mechanisms to provide managers with the necessary information in a timely manner.
3. Provide communication channels that enable employees to communicate information about any violations and breaches.
4. To 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 that the university seeks to reach.

REFERENCES

- [1] 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.
- [2] 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.
- [3] Al Shobaki, Mazen J., Abu Naser, Samy S., Salama, Ashraf A. M., AlFerjany, Abed Alfetah M., and Abu Amuna Youssef M. (2018). The Role of Measuring and Evaluating Performance in Achieving Control Objectives- Case Study of "Islamic University", *International Journal of Engineering and Information Systems (IJEAIS)*, Vol. 2 Issue 1, January – 2018, Pages: 106-118
- [4] Al-Alaq, Bashir (2008). *Modern Tools, Theories and Concepts*, Dar Al Yazuri Publishing and Distribution.
- [5] Al-Ameri, Saleh and Al Ghalebi, Taher (2008). *Business Administration*, Amman - Publishing and Distribution, 2008. Pp. 42-43.
- [6] Alaqati, Abdelkader (2000). *An Analytical Study of Administrative Functions and Decisions*, Jeddah Publishing House Library, 9th Edition, Jeddah, Saudi Arabia.
- [7] 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.
- [8] AlFerjany, Abed Alfetah M., Salama, Ashraf A. M., Abu Amuna Youssef M., Al Shobaki, Mazen J., and Abu Naser, Samy S. (2018). The Relationship between Correcting Deviations in Measuring Performance and Achieving the Objectives of Control - The Islamic University as a Model, *International Journal of Engineering and Information Systems (IJEAIS)*, Vol. 2 Issue 1, January – 2018, Pages: 74-89
- [9] Al-Rashidi, Ahmed (2010). *Evaluation of the Effectiveness of Internal Control Systems in Commercial Banks*, Unpublished Master Thesis, Middle East University, Amman.
- [10] 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.
- [11] 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.
- [12] 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.
- [13] Bierstaker, James, Diane Janvrin, D. Jordan Lowe (2007). *An Examination of Factors Associated with the Type and Number of Internal Control Documentation Formats*, *Advances in Accounting*, Volume 23, 2007
- [14] 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.
- [15] Durra Abdel Bari and Sabbagh, Zuhair (2008). *Human Resources Management in the 21st Century*, Amman, Dar Wael Publishing, pp. 304-305.
- [16] 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
- [17] 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
- [18] Hawk, Linda (2010). *The effect of informal mentoring on staff employ performance evaluation scores at California state university san marcoc*.
- [19] Jaclyne (2006). *Effect of organization control system on organization direct deviance*. Michigan state university. United state.
- [20] 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.
- [21] Jad Al-rab, Saied (2009). *Strategies for Developing and Improving Performance, Methodological Frameworks and Practical Applications*, Cairo, Dar Al Fajr Publishing and Distribution Library.
- [22] Jiwen (2005). *Organization control mechanism and employ out com*. hong Kong University. Hong Kong.
- [23] Kazan, Halim (2013). *Measurement of Employees' Performance: A State Bank Application*, *International Review of Management and Business Research* Vol 2 Issue2.
- [24] Kias, Mohammed (2005). *A structural study of the internal control system in private universities in Egypt*. Unpublished Master Thesis, Ain Shams University, Cairo Egypt.
- [25] Olorunsola E.O (2012). *Job Performance and Gender Factors of Administrative Staff in South West*.

- [26] 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
- [27] Saleem, Irfan and Khurshid, Aitz, (2014). Do Human Resource Practices Affect Employee Performance? (January 19,2014PaKistan review, Vol.152 Lssu (4), pp669-688.
- [28] 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.
- [29] Shujun (2007). Effect and mood of management control systems on performance evaluation. University of Calgary.in USA.
- [30] Kullab, Saed (2004). The Reality of Internal Oversight in the Governmental Sector - A Field Study of the Ministries of the Palestinian Authority, Unpublished Master Thesis, Islamic University, Gaza Strip.
- [31] Madi, Sabri (2011). Attitudes of Directors in the Major Municipalities in Gaza Strip to the Role of Knowledge Management in Functional Performance, unpublished Master Thesis, Islamic University, Gaza Strip.