



Midocean University  
Management college  
administration Department

# The impact of Managerial Development Administration in

## Enhancing the Job Performance

(Empirical Study on Employees at Rand International Schools in Dammam)

A thesis submitted to complete the requirements for obtaining a  
master's degree in public administration

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# Thanks and appreciation

Special thanks and gratitude to those who gave from the outcome of his ideas to his students to enlighten their paths , to those who kindly supervised this thesis

Dr.Walid Soliman

## Dedication

,To the one who vowed her life to perform a message  
,patiently strived to reach the highest levels of success  
,and all hopes to reach it  
to you, my mother, I dedicate this letter

To the one who taught me that big business does It can  
only be done with patience, determination and  
.persistence

To you, my father, I dedicate this letter

To those who supported me towards my dream, step by  
step

To my dear husband, I dedicate this letter

To all of them I dedicate the fruit of my humble effort

## المستخلص

اثر إدارة التطوير الإداري في تحسين الأداء الوظيفي

(دراسة تطبيقية على الموظفين في مجمع مدارس رند العالمية بالدمام)

زهراء بنت علي بن حبيب الفلفل

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جامعة ميداووشن

الامارات العربية المتحدة

٢٠٢٣م

هدفت هذه الرسالة إلى دراسة اثر إدارة التطوير الإداري في تحسين الأداء الوظيفي للموظفات في مجمع مدارس رند العالمية وذلك من خلال الاجابة على الأسئلة التالية:

ما هو الدور الذي تسعى إدارة التطوير لتحقيقه بالتعاون مع كل الأقسام داخل مجمع المدارس ؟  
ما هو تأثير التطوير على أداء العاملين ؟ ما هو دور الإدارة العليا في كل جهة في تطبيق عمليات التطوير بالتعاون مع إدارة التطوير الإداري ؟ ما هي التحديات التي تواجه عملية التطوير ، وطرق التغلب عليها ؟ ما هي الأنشطة التي تقدمها إدارة التطوير الإداري في مجال تحسين الأداء الوظيفي بالتعاون مع الإدارات و الأقسام داخل المدرسة؟

ولتحقيق أهداف الرسالة تم تصميم استبانة ، وقد تم التحقق من صدق الاستبانة بالتحكيم وحساب ثباتها باستخدام معامل ألفا كرونباخ ، وتكونت مجموعة الدراسة من الموظفين الإداريات والمعلمات في مجمع مدارس رند العالمية وعددهم ( ١٠٥ ) موظفة وبعد تطبيق الاستبانة عرضت البيانات وعولجت إحصائياً باستخدام المتوسطات الحسابية والانحرافات المعيارية والنسب المئوية وتحليل التباين الأحادي، وقد أشارت نتائج الدراسة إلى الآتي: قيام اثر التطوير الإداري بالدور الذي يسعى لتحقيقه بالتعاون مع كل الإدارات و الأقسام داخل المجمع وذلك من خلال المحاور التالية: تحديث وتطوير أساليب وطرق العمل داخل المدارس ، تطوير الهياكل التنظيمية على ضوء حجم وطبيعة العمل ، تحديد الاحتياجات الوظيفية للعاملين ، كما أشارت إلى وجود بعض التحديات التي تواجه عملية التطوير وهي كالتالي: طول الإجراءات المتبعة

داخل العمل ، تعقيد الإجراءات المتبعة داخل العمل ، عدم ملائمة مكان وظروف العمل للعاملين.

.وفي ضوء هذه النتائج تم تقديم عدة توصيات ، منها: توعية الإدارة العليا في كل جهة بأهمية مشاركة العاملين عند الرغبة في القيام بإحداث تغيير مما يساعد في كسب ثقتهم وتأييدهم لها ، تعاون إدارة التطوير الإداري مع الإدارات العليا في إعادة دراسة إجراءات العمل والتغلب على التعقيدات المتبعة وذلك لتسهيل العمل الإداري ، توعية الرؤساء بأهمية ملائمة مكان وظروف العمل للعاملين مما يساعد في تحسين أدائهم.

# Abstract

## The impact of Managerial Development Administration in

### Enhancing the Job Performance

(Empirical Study on Employees at Rand International Schools in Dammam)

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This thesis aimed to study the impact of the Administrative Development Department on improving the job performance of female employees in the Rand International Schools complex, by answering the following questions: What is the role that the development department seeks to achieve in cooperation with all departments within the school complex? What is the impact of development on employee performance? What is the role of senior management in each entity in implementing development processes in cooperation with the Administrative Development Department? What are the challenges facing the development process, and ways to overcome them? What are the activities offered by the Administrative Development Department in the field of improving job performance in cooperation with departments and departments within the school?

In order to achieve the objectives of the thesis, a questionnaire was designed, and the validity of the questionnaire was verified by arbitration and its stability was calculated using Cronbach's alpha coefficient. The study group consisted of (105) female administrators and teachers at the Rand International Schools.

After applying the questionnaire, the data was presented and treated statistically using arithmetic means, standard deviations, percentages, and

one-way analysis of variance. The results of the study indicated the following: methods and ways of working within schools, developing organizational structures in light of the size and nature of work, identifying the job needs of workers, and also indicated that there are some challenges facing the development process, Which are as follows: the length of the procedures used within the work, the complexity of the procedures followed within the work, the inadequacy of the place and working conditions for employees.

In the light of these results, several recommendations were made, including: Educating senior management in each entity of the importance of employee participation when wanting to make a change, which helps in gaining their trust and support for it. Cooperation of the Administrative Development Department with senior management in re-studying work procedures and overcoming complexities. In order to facilitate the administrative work, educate the chiefs of the importance of appropriate place and working conditions for the workers, which helps in improving their performance.

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# Introduction

The phenomenon of development is the first issue in today's world, and it has appeared in the economic, social, political, technological conditions and in the patterns of administrative work in any region.

Development is no longer a luxury, but has become inevitable, in the era of economic openness and information explosion, and various work institutions need to update and develop their systems continuously, to achieve the requirements of general development in various fields, and institutions, including learning organizations and administrative structures, are targeted for development, to develop the traditional non-productive pattern of performance towards new patterns capable of facing challenges and developments.

The areas of development are different, some of which focus on regulations, regulations and procedures, some of which focus on organizational structures, and some of which focus on the human element. Therefore, based on the above, this study aims to review the concepts of development and the role that falls on the management of administrative development, and its impact on the human element, as the study is supposed to include four chapters. The first chapter is the introduction to the study, the second chapter is the theoretical framework, the third chapter includes the study and analysis, and the fourth chapter is the end of the study.

Hence, the subject of this study revolves around (The impact of Managerial Development Administration in Enhancing the Job Performance)

# Chapter I

## Preface

1. Terminology of study
2. Previous studies
3. The study Problem
4. The importance of studying
5. Objectives of the study
6. Study questions
7. Study Approach
8. The limits of the study
9. Study determinants

## : Preface

This chapter contains an explanation of the terminology of the study, a presentation of previous studies, the problem of the study, its importance objectives, questions, methodology, study tools, study sample, and study limits.

### Terms The study:

1. **performance:** language : " you mean implementation important or performative work<sup>( ١ )</sup> .  
Literally: " reflection ". for how use My proportions The institution for resources Finance and humanity and technical<sup>( ٢ )</sup> .
2. **management**She Any activity intended issued about \_ individual or group in period temporal specific to achieve goal specified<sup>( ٣ )</sup> .
3. **Development:** " It is a strategy that guarantees a limited use of internal and external forces to achieve change and provides great potential for the development of individuals and groups, and the consolidation and cohesion of belonging and teamwork." <sup>( 4 )</sup>
4. **development Administrator:** It is events changes positive in Nature activities intellectual and behavioral inside device administrative and how Benefit example Who capabilities available<sup>( ٥ )</sup> .
5. **evaluation perform workers:** " is phrase about report My turn shows level perform the individual And a type his behavior comparison with tasks and duties function statutory with it." <sup>( ٦ )</sup>
6. **Performance appraisal:** It is <sup>the objective</sup> judgment on the work, such as: identifying the extent of the organization's

success - or its failure - in achieving the goals for which it  
. was established

The researcher disagreed with what the writer mentioned in the definition of (evaluation performance), where she finds that he defined the evaluation in the sense of evaluation. An objective judgment of work is an evaluation, not an evaluation that means correction.

- 
- ( ١ ) Al-Obaidi , organizing: understandable and theories and principles , r 471.
  - ( ٢ ) Hanafi , Fundamentals management organizations , r 192.
  - ( ٣ ) Ashari , Introduction in management Islamic , p. 44 .
  - ( ٤ ) Famous Strategies \_ development administrative , p. 74.
  - ( ٥ ) Ref the previous one , p. 74.
  - ( ٦ ) valid , management resources humanity , p. 731.
  - Bedouin , lexicon Terms science administrative , r 071 (٧).

## The previous studies

### Preface:

The researcher reviews studies related to the current study to identify the most important goals and findings of these studies. The following is a review of those studies

### The first study

Awarded (Ali Nasser Al-Zaher, 1414 AH) ( ) A study entitled "Administrative Development Policies in the Kingdom of Saudi Arabia" focused on analyzing administrative development policies in the Kingdom of Saudi Arabia through the main entrances to administrative development. The study gave great importance to the main entrances and methods of administrative development, which are The legal, organizational, human environmental, analytical, and technological approach, analyzing the role of the development agencies in the Kingdom and evaluating their contributions in the field of development, and studying the aspects of coordination and existing relationships between the administrative development agencies. The study reached a set of results, the most important of which are

1. there impact negative to increase burdens device administrative on effort development.
2. there several factors negative affect on effort development management, including:

shortage They agreed coordination between activities similar ones.

overpowering interest personality on interest public.

### recommendations The study:

1. Develop a comprehensive national plan for administrative development.

2. Providing the Supreme Committee for Administrative Reform with a special functional body of experts and experienced professors.
3. Studying the possibility of benefiting from the experiences of other countries in establishing the Ministry of Administrative Development.

This study focused on the Ministry of Administrative Development in the Kingdom of Saudi Arabia and its comprehensive role on the development of administrative work in the Kingdom, while the current study focused on the role of the Administrative Development Department in the Rand Educational Schools Complex on improving the performance of administrative staff within the school.

## Second study

(Muhammad Bakr Barnawi , 1415 AH) (1) conducted a study entitled "Evaluating the role of administrative development units in the public service agencies in the Kingdom of Saudi Arabia." The study focused on identifying and evaluating the actual role played by administrative development units within the public service agencies, and the extent of their performance of the tasks assigned to them and their contribution to the effectiveness of the performance of public service agencies.

**:The study reached a set of results, the most important of which are**

The limited role of administrative development units in the areas to which -<sup>١</sup> they are entrusted with the exercise of their duties, as their role was limited to setting regulatory frameworks, preparing regulatory guides and simplifying procedures, in addition to the scarcity of their role in those areas.

### **Study recommendations:**

Spreading administrative awareness about the importance and inevitability -<sup>١</sup> of administrative development in the areas of organization, work methods and human skills development among those in charge of managing public service agencies, and getting acquainted with its approaches, methods, and means in these areas.

The desired administrative development is not achieved, just as the efforts -<sup>٢</sup> of the leaders of the public service agencies do not bear fruit unless those efforts are accompanied by a reconsideration of the rules and regulations governing workflow and procedures and the development and modernization of its methods and methods. This study focused on evaluating the role of the administrative development units within the public service agencies, and identifying the problems and obstacles that may hinder them from performing their tasks, while the current study was complementary to the previous study as the current study focused on knowing the role of the administrative development department in improving the job performance of administrative female employees in a school complex Rand International.

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(<sup>١</sup>) Unpublished master's thesis.

### Third study

(Abdul Mohsen Seid 0 1422 AH) conducted a study entitled "The Impact of Work Stress on Performance". The study focused on identifying the sources of work stress facing the heads of sub-municipalities, whether they are internal organizational or affiliated from the external environment, and determining the impact of pressure on performance, then identifying methods used in dealing with stress

#### **Study recommendations:**

,Controlling the largest number of factors leading to work pressures -<sup>١</sup>  
through building an organizational culture and values, in addition to  
.developing administrative systems and regulations that help in this  
Studying the information and communication needs of mayors and working -<sup>٢</sup>  
to provide them with quality

.High

Enhancing and consolidating the administrative and financial authorities -<sup>٣</sup>  
.and powers of the sub-mayor post

Concentrated efforts on the part of the Municipality and the sub- -<sup>٤</sup>  
municipalities for distortion and training on effective methods to confront work  
.pressures and reduce their negative abundance

**.This study focused on the sources of job stress facing the bosses**

#### **:Among the findings of the previous study**

He does not consider role ambiguity as one of the sources of job stress faced by managers, while the researcher opposes this finding. The researcher found through her studies that the role played by the worker must be clear in order to improve his job performance, while if the role he plays is shrouded in some ambiguity, then this will lead to difficulty in performing the work and then failure to perform it, as the current study focused on Determine the means used to improve the performance of employees and thus develop  
.administrative work

## Fourth study

Conducted (Abdullah Al-Sabil: 1424 AH) (1) a study entitled "Administrative Development and E-Government" that dealt with the role of organizations in developing their performance and the accompanying keeping pace with the development in the field of technologies, including the use of information and communication technology and what is known as government

:The study reached a number of results, the most important of which are

.Lack of qualification and training for workers in some organizations -١

The weakness of the media awareness programs accompanying the -٢

.application of e-government

Lack of material capabilities required for the application of e-government -٣.

### : Recommendations

- 1- Restructuring the organization in a way that meets the requirements of change and in line with government applications.
- 2- Reviewing the functional structure and re-planning the workforce in line with the organizational structure
- 3- Reviewing the laws and regulations, reformulating them, and preparing them to be more flexible for government implementation

This study focused on organizations in general and an attempt to develop their performance through the use of information and communication technology, and among the recommendations that the previous study reached was to review the functional structure and reformulate the rules and regulations. Reviewing the functional structure and reformulating the rules and regulations in the school.

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( 1 ) A magister message that is not published

### **Fifth study**

(Hanan Khayyat, 1429 A.H.) (1) conducted a study entitled "The Role of the Administrative Development Department in Building and Developing Creative Capabilities" that dealt with the role of the Administrative Development Department in building and developing the creative capabilities of female students at King Abdulaziz University, based on the importance of the role of the Administrative Development Department. In the development of the organization, and improve its performance to keep up with the challenges.

The study reached a set of results, the most important of which are  
The Administrative Development Department contributes to preparing the -١ employee to interact positively with situations by creating an atmosphere of good human relations.

The Administrative Development Department works to push the employee -٢ to continuously develop his administrative practices through: Providing training courses that help in the transition from manual work practices to electronic systems.

### **:Recommendations**

**,Based on the previous results, several recommendations were reached :including**

Activating the role of the Administrative Development Department in - ١  
.developing administrative creativity

Educating the female students of the female students about the services -٢ provided by the Administrative Development Department through the  
.administration's website

There is a similarity between the previous study and the current study, but the previous study sought to develop the creative capabilities of administrative female employees. That the work procedures used within the university are still long and complex, and the current study came to focus on other points that were not mentioned in the previous study, including the evaluation process and its impact on the performance of employees and thus on the application of the administrative development process.

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(١) A magister message that is not published

## **Commenting on previous studies**

It is noted on the previous studies the diversity in the presentation of the subject of administrative development, and the extent to which it relates to the improvement and development of the performance of employees in general, and this is what enriches the current study and starting from where the others ended, dealing with the subject of administrative development and knowing its role in improving job performance based on the .recommendations made by previous studies

The researcher hopes to provide scientific material that can be used in the scientific and practical field through the results that this study can reach and the recommendations it presents that may help in improving and developing .administrative work

### **Study problem:**

Administrative development has gained great importance in all state agencies and institutions because it is linked to several factors such as administrative organization and organizational structures, studying procedures and working to simplify them through training the workforce and creating an appropriate .office environment for their work, which improves their performance

However, the application of administrative development faces many difficulties, including, for example For example, the challenges of successive and intensive development, whether in the administrative, technical or social ,aspects, the information revolution and other forms of various challenges which may hinder the process of administrative development and improving job performance. Here, the problem of the study is summarized in the :following

Identifying the level of administrative development management in improving the job performance of administrative female employees in the Rand International Schools complex.

### **The importance of the study:**

### **:The importance of the study is as follows**

The importance of the issue of administrative development due to its -١  
.significant impact on job performance

The limitedness of research in this field with regard to the administrations -٢  
of international schools in the Kingdom.

The authorities' need for such a study due to the link between .٣  
.development and employee productivity

The relationship between administrative development and the objectives of -٤  
the school as an educational institution.

The need for such a study to open future horizons for related scientific -٥  
studies.

### **: objectives**

The development process is an inevitable process that requires a person to improve its management, so this research seeks to study and analyze the current reality of development management in the Rand International Schools complex, through the following axes:

-١ Shedding light on relevant studies and clarifying the different concepts of development.

Clarify the level of focus of the development department on improving the -٢  
performance of employees.

Explain the nature of the relationship between the development -٣  
.department and other departments within the school

Realizing the role of senior management in keeping pace with -٤  
.developments

-٥ Knowing the challenges that may face the development process and how to deal with them.

Provide a set of recommendations that will contribute to improving the performance of the Development Department  
 Upgrading the level of performance of all beneficiaries of the development department and improving the job performance of employees.

### **Study questions:**

The study relies on several questions that form the researcher's conviction about her interpretation of the phenomenon of development and its management  
 Contemporary challenges and its role in improving job performance, including the following:

- ١ What is the role that the development department seeks to achieve in  
 ?cooperation with all departments or departments within the school
- ٢ ?What is the impact of development on employee performance
- ٣ . What is the role of the senior management in each entity in applying the  
 ?development processes in cooperation with the administration
- ?Administrative Development
- ٤ What are the challenges facing the development process, and ways to  
 ?overcome them
- ٥ What are the activities offered by the Administrative Development  
 Department in the field of improving job performance in cooperation with  
 ?departments and sections within the school

## Study Curriculum:

**The researcher follows the descriptive analytical method as follows:**

- **Descriptive method:** where the researcher presents the phenomena as they exist in reality and presents all the factors and variables that play an essential role in them
- **The analytical method:** where the information collected by the researcher is analyzed from her office and field sources, and appropriate solutions are developed.

## Study tools and study sample:

The researcher uses the questionnaire as a tool to collect information from a simple random sample of the study population, which includes female administrators and teachers at Rand International Schools in Dammam. The researcher also uses statistical methods that are commensurate with the subject of the study and achieve the required goals. All of this has been clarified in the third chapter

## Study limits:

- **:Geographical boundaries**

This study was conducted at Rand International Schools in Dammam, Saudi Arabia.

- **:human limits**

The study was conducted on administrative female employees at RAND International Schools in Dammam, with different specializations, academic qualifications, and job levels.

**:Search parameters**

The researcher found some difficulties while collecting data, including the refusal of some administrative leaders to answer the questionnaire under the pretext of being busy with their work, and the neglect of a significant percentage of female employees of the questionnaire, which led to its loss or answering simple questions and neglecting the rest, which doubled the effort on the researcher to access the required information.

In the next chapter, the researcher deals with the theoretical framework of the study.

## Chapter II

### Theoretical framework

- **Preface**
- **The first topic:** administrative development.
- **The second topic:** job performance
- **The third topic:** management of administrative development in Rand  
. International Schools in Dammam

## : Preface

In the previous chapter, the terminology of the study was clarified and the ,previous studies presented, the problem of the study, its importance objectives, questions, methodology, study tools, study sample, study limits . and determinants.

## The first topic: administrative development

### :Administrative Development

Administrative development has many definitions, including the definition of development as the process of providing administrators with skills and information that help them improve their performance at work and raise their level of competence in facing administrative problems. (1 )

Including what Al-Sirafi mentioned as "the continuous improvement in the performance of management by following scientific methods in work, treating ( ٢ ) ".problems that appear, and supporting administrative capabilities Another mentioned that administrative development is "making changes in the nature of intellectual and behavioral activities within the administrative .apparatus" (1 )

### :Traditional Concepts of Administrative Development

The traditional management development concepts have many distinctive :features, which are as follows

- 1- Emphasis on the formal, legal and structural side of the administrative apparatus and neglecting the informal side.
- 2- The reason for this development path is due to the dominance of jurists in the period before the Second World War in the study and teaching of administration, as this resulted in emphasizing the importance of formal legal aspects in the administrative apparatus .

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(١) Mashhour, Management Development Strategies

(٢) Al-Sairafi, Organizational Development, p. 14

(٣) Mashhour, previous reference, p. 47

١st edition ,Al-Araji, Contemporary Studies in Administrative Development (٤)

( acting ) .١٧ .pg -١١ .pp ,

Accordingly, the procedures are mostly in the form of assurances of compliance with existing legislation, with additional penalties for violators. Also, one of the reasons for the official starting point in administrative development is the emphasis on the official authority of the state and its various government agencies, as this led to conferring a state of sanctity on the organizational structure.

the official

The emphasis on the formal aspects of the administrative apparatus is also due to the limited or lack of psychological or behavioral studies.

Looking at the administrative apparatus as a mere entity in and of itself -۳. The administrative apparatus, according to this division, is a self-contained entity that enjoys a high degree of independence, so that it can be viewed and treated in isolation from the environmental, economic, social and political influences.

The reasons for adopting this trend are due to the superior view that the administrative apparatus clings to, as it influences

.In the environment in which he works and is not affected by it

Looking at the human being as a whole and as subject to change in any -۴ framework desired by the administrative apparatus in which he works

The working person within the administrative apparatus can demand at any time to change his behavior in accordance with what is officially adopted in the administrative apparatus, regardless of the feelings and motives of that person and his personal capabilities and desires. As a soldier in a military department, he must obey and implement official orders and assume no role for the opinion, feelings and motives of this person.

Also, among the reasons for adopting this path is the dominance of economic, material and classical thought and its impact on the opinions of administrative developers regarding (efficiency) on the grounds that it is limited to the material aspect only.

Also, the weakness of psychological and social studies had a significant impact on confirming and crystallizing this behavior.

Adopting the office method in the diagnostic and therapeutic -۵ developmental procedures

In the sense of adopting the office method in diagnosing negative phenomena and in defining remedial measures in administrative development work. The reason for adopting this is due to the dominance of ,non-specialized administrative leaders, by virtue of their official positions over the administrative development processes, as their ignorance of the scientific method and their adherence to traditional paths prompted them not to think about the importance of field investigation of the causes of underdeveloped phenomena and pushed them to suffice with the office . method in defining developmental procedures Therapeutic.

Adopting the individual method in the diagnostic and -therapeutic .developmental processes

The adoption of this trend is due to the traditional administrative leaders monopolizing these procedures for themselves, because they consider the developmental work as one of the administrative leadership actions, which assigning it to other parties or the participation of other individuals in it leads .to a diminishing of the leadership position

Based on the foregoing, it is noted that the traditional concepts of administrative development emphasized the formal side and neglected the informal aspects, as well as their neglect of the differences between the nature, goals and environments of the various administrative bodies, as they are therefore not characterized by generality and inclusiveness for all situations and times, which led to the emergence of new concepts of administrative development.

### **Contemporary concepts in administrative development:**

After World War II, many trends of change appeared, which led to the weakening of the traditional features of administrative development, and thus : led to the emergence of modern features, including

### ( ١ ) :Features

The progress and spread of democratic principles in many societies of the -١ world had an impact on the relations between administrative leaders and workers within the administrative apparatus. It also had an impact on the relations between the apparatus and the public. The infiltration of democratic ideas into the administrative apparatus necessitated that decision-making should be participatory, and thus the human idea receded. The machine through which the traditional administrative leader deals. Also, the idea of the administrative leader's unilateralism and his monopoly on the administrative developmental work has receded. Democratic ideas have also affected the relationship of the administrative apparatus with the public, as the administrative apparatus is no longer the final, directing and influencing one for the public, but rather it has become a tool for implementing the interests of the public. Informal and external environmental influences in the accounts of .the administrative developer

Continuous population increases, and the rise in the standard of living for ٢ the public, which led to an increase and diversification of the public's general .requests, so that many cases became difficult to achieve before

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(1) ( adapted ) ٢٢ .pg -١٨ .Al-Araji, previous reference, pp

The private sector alone, and thus increased the public's dependence on government agencies, which led to an increase in the ramifications and specializations of the agencies, all of which resulted in the failure of the traditional administrative leadership in carrying out development efforts, and one of the results of this transformation was the decline in the individual path of development work Administrative.

Increasing reliance on scientific methods and increasing emphasis on -٢ scientific research methods in the administrative field, due to scientific and technological progress, which affected the nature and method of looking at the administrative problem, which led to weakening the office method and .emphasizing the field method in administrative development

Progress in the field of social and psychological sciences led to a change -٤ in the previous view of man, as it gave increased attention to the psychological and social aspects and the environmental influences on the administrative apparatus. Also, the emergence of systems theory in sociology led to viewing the administrative system as consisting of systems interacting with each other and as a system. It interacts with the systems in the environment in which it operates, and therefore it is not a technical entity .isolated from the environment

informal aspects in contemporary administrative development did not negate the emphasis on the formal structural and legal response in administrative development, just as the emphasis on external environmental influences did not negate the importance of influences. The internal environment in the .development process

### **:Administrative development goals**

It is important to present the objectives of administrative development, which are as follows:

- 1- ,Developing human resources including managers, administrators employees and technicians.

- 2- .Business development and works
- 3- Preparing job descriptions for the purpose of developing administrative control.
- 4- Examination of organizational structures, division of labor and .interrelationships
- 5- Developing the concepts and capabilities of employees and developing the general administration.
- 6- Develop regulations, laws and instructions .
- 7- Developing methods and means of technology.
- 8- Developing means of communication
- 9- Developing guidance at work.
- 10-Developing administrative goals.
- 11-Developing supervisory methods.
- 12-Developing values, skills and capabilities.
- 13- Developing human relations.
- 14- Develop planning, evaluation, information systems and organizationa structures .
- 15- Developing scientific thinking, adventurous spirit, and developing incentive systems.

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(<sup>1</sup>) Mashhour, (previous reference), pp. 47- 48 (adapted)

### **:Reasons for administrative development**

It is the reality of management in developing countries that calls for administrative development, due to the inability of the administrative apparatus to carry out the functions of the state to the fullest extent, and administrative development is considered as a continuous effort and a long-term strategy aimed at eliminating manifestations of backwardness in the administrative system. Accordingly, there are many reasons The important tasks that require administrative development, including : (2)

#### **-١ The :inflation of the administrative apparatus**

The multiplicity of functions of the state and the accompanying tremendous progress and rapid industrial growth, led to the formation of a heavy burden on the government apparatus, and therefore states of different locations of the degree of development seek to find ways to raise the level of performance of their administrations so that they can be in a position to confront New needs.

#### **-٢Dissatisfaction :with the performance of the government apparatus**

Dissatisfaction, whether on the part of the senior political leaders, on the part of the leaders of the administrative apparatus themselves, or on the part of citizens, with the performance of the administrative apparatus, can carry two :meanings, namely

Dissatisfaction with the performance of the administrative apparatus as well as dissatisfaction with the performance of the administrative apparatus.

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( ١ ) Al- Zaher, Administrative Development Policies in the Kingdom of Saudi Arabia, p. 82

.The previous reference, p. 84 - p. 87 (adapted) (٢)

In other words, the performance of the administrative apparatus may be low in quantitative terms, meaning that the apparatus may perform its services at a high cost, in a short time, or with a larger number of employees, as a result of not testing factors such as cost, time, etc., which makes the effectiveness or efficiency of this apparatus low. As for the qualitative aspect, what is meant is the poor service that is provided, as it is marred by a kind of routine and administrative complexity

The criterion by which the performance of the administrative apparatus in developing countries is compared comes from two directions

**The first trend:** the existence of an advanced management model in 1 countries that preceded the development in terms of organization and management, and the administrative apparatus is characterized by high efficiency, effectiveness, and the ability to achieve goals with high efficiency and the least amount of costs

**The second trend:** a tendency among management thinkers in developing countries to the effect that the goals required of the administrative apparatus to be achieved are more than its capabilities, so a feeling of dissatisfaction arises with the performance of the apparatus

### **:The desire to raise efficiency and effectiveness**

The desire of officials to solve problems and improve the efficiency and effectiveness of performance is an important reason for development. For example, when the manager desires to develop administrative work through the use of modern administrative means that help the administration to obtain information as quickly as possible with regard to preserving, organizing and retrieving information, for example, this requires great and planned efforts for that process because if the administration does not pay attention to the impact of these developments and what they require From the development of other aspects, including the human side, unexpected administrative problems may occur.

**Weak leadership in senior management:**

This means that the majority of those occupying senior positions in developing countries do not have the administrative capacity or even the mental and psychological readiness, as they are not specialized and do not have the necessary competence. Therefore, administrative development policies try to eliminate this phenomenon and the resulting negative aspects.

**Excessive :resorting to administrative complexities**

Where the size of the administrative apparatus has swelled, jobs have increased, and organizational problems have emerged, which necessitates the existence of an effective means of coordination between the various activities and the creation of a kind of compatibility between the administrative apparatus.

**Wars and economic and technological crises:**

Where these wars had negative effects on the efficiency and effectiveness of the administrative apparatus, and secondly, countries changed and developed new methods. As a result of this change, an imbalance appeared between the human forces that often resist change and modern technology, that requires change and change in structures, systems and procedures, which is called reform and development. administrative

**Underdevelopment of the administrative apparatus in developing countries**

Where the goals of the administrative apparatus no longer fit the requirements of the environment, and the modern development goals, and this is what prompts developing countries to reconsider the components of the existing administrative apparatus in order to fit with the current situation.

### **:Increasing emphasis on rationality in the administrative field**

The spread and progress of rationality in management, the continuous increase in goods and services, and the decrease between the available material and human capabilities, all of this requires rational thinking about how to benefit from the available capabilities, and thus administrative development appears as a scientific method that fulfills this purpose. While the researcher believes that development has become a necessity that must be dealt with even if there is no specific problem, there is no need for a problem to occur in order for the organization to develop to better levels of performance.

### **:Administrative development responsibility**

There are several ways to carry out the development process, which is either for the administration to do the development itself, or to rely on an external consultant, or to rely on both methods at the same time.

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(١) . ١٧١ .Hussein, Psychology of Public Administration, 1st edition , pg

## **Who has development authority within the organization?**

**(1). The senior management in the organization determines who has the authority to develop and there are three alternatives:**

### **First : the senior management**

Here, managers in senior management have most or all of the powers related to the development process. They are the ones who plan and organize the development processes, and issue all related decisions. The development may be in individuals, through transfer or training policies, or the replacement of another worker, which leads to the desired development, or it may be in groups, through the reconfiguration of departments, departments, and work groups to reach the development desired by the administration. Or it may be the development of organizational structures, including changes in work systems and procedures.

### **Second: participation**

Where the senior management here involves the rest of the organizational levels and workers in the development process, and this approach depends on the assumption that the workers and organizational levels are competent and qualified to participate.

### **Employees are shared through one of the following two methods:**

Collective decision-making: Senior management here diagnoses -١ problems, studies them, and identifies alternatives length, and then the top management gives directions to the lower levels with a study

These alternatives and choosing the alternative that suits them and solves .their problems

Collective problem-solving: This method is stronger and deeper, because -٢ the workers do not only study the alternatives and choose the most appropriate one, but this extends to studying the problem, collecting information and finding suitable alternatives.

### Third: authorization

Here, senior management gives powers to the rest of the organizational levels and employees in the organization to determine the appropriate development parameters, and these levels, departments, or employees must undertake most of the tasks of development and change, such as identifying problems, alternative solutions, and choosing the appropriate solution. The researcher believes that the administrative development process cannot be viewed as a separate activity assigned to a specialized person only, but rather the success of the administrative development process depends on the degree of commitment of all administrative levels to it.

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(١) ) ١٧٣ .p , ١٧١ . Hussein, Psychology of Public Administration, 1st edition, p ( adapted

## Fundamentals of administrative development

**Some of those interested in administrative development, such as Ramesh Arora , believe that there are several elements that help determine the direction, style, and degree of development represented :in the following factors, including( 1 )**

- 1- The functional style of the system itself.
- 2- The material and cultural resources from which the system derives its .needs under different circumstances
- 3- The pattern of political leadership interaction with the changes that .occur in the system
- 4- The development of other social systems at the local and international .levels
- 5- The type of problems facing the system.

**The elements of administrative development can be classified according to the following: (2)**

- 1- The availability of conviction and sincere desire in the process of .administrative development

This availability comes from the presence of a strong political authority that supports the administrative reform movements and the necessity of implementing it at all levels, and the attempt to link development and reform plans with the national plans of the state, and the conviction of workers in administrative development and the precise definition of the role of each .entity concerned with development

- 2- .Proper planning for administrative development

This is done by matching the objectives and available capabilities, whether material or human.

- 3- The relationship of administrative development with the environment.

The first step in administrative development is to unleash the potential of man by dealing with his environment in which he grew up and being affected by the prevailing values, habits and trends in this environment.

- 4- .Continuity in the administrative development process

In other words, it must be assumed that some challenges or obstacles will be faced and appropriate solutions developed in advance.

5- .Comprehensiveness in the administrative development process  
In the sense of a holistic view of organizations and an attempt to provide holistic and not partial solutions.

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( ١ ) ^ ^ .Al- Zaher, (previous reference ) , p

( adapted ) ٩٠ .pg - ^ ٩ . The previous reference, pg ( ٢ )

### **: Obstacles to administrative development**

**There are some obstacles that prevent achieving administrative development, including: (1 )**

- Concentration of powers and monopoly in the hands of the manager.

Malicious policies and clamping down on creators.

Administrative shyness, which is one of the causes of administrative backwardness, because it prevents decisive decisions from being taken.

- Devoting the values of absolute blind obedience to the director.
- The imbalance of social values, where the value of collecting wealth replaced the values of trust.

**,The researcher also believes that there are many other obstacles including:**

Lack of qualification and training of workers, resistance of workers to change in the event of their non-participation and take their opinions, lack of progress in the application of development.

### **:The main activities of administrative development**

Administrative development has major activities related to each other. These activities are

Administrative training, administrative research, administrative consulting. (2 )

#### **First: administrative training.**

#### **:Definition of training**

Management training is defined as a continuous organized process to develop areas and trends of the individual or group to improve performance and provide them with organized experience, and create appropriate opportunities for change in behavior by expanding their knowledge and refining their skills and abilities through continuous stimulation to learn and use modern methods to be consistent with their personal ambition, within a program you plan. The administration takes into account their needs, the needs of the organization, and the needs of the state in the future of business ( ٣ )

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( ١ ) .Mashhour , ( previous reference ) , pp. 49 - p. 50

١٠٣ .Al- Zaher, (previous reference ) , p (٢ )

٢٠ .Al-Azzawi, The Quality of Administrative Training, p (٣).

## : Training motives

### The motivations for training are: (1)

- 1- Increasing production: by increasing the quantity and improving the quality, and this is done by training workers to perform work with a .high degree of proficiency, which leads to increased production
- 2- Economy in expenditures: as the training programs lead to creating returns that are more than their cost, that is, by raising the productive efficiency of workers, and saving time, as a result of good knowledge of the work method and method of performance.
- 3- Raise the morale of the workers: As the training of the workers makes them feel the seriousness of the institution in providing assistance to him and its desire to develop him, which leads to his sincerity and .dedication to work
- 4- Reducing extravagance: as training workers leads to their knowledge of how to perform the work correctly, and thus creates an ability for .them to self-criticize and reduce wastefulness
- 5- Reducing work accidents, as training helps workers to know the best ,ways to operate the machine and the movement of material handling which is one of the sources of industrial accidents, and training works to eliminate these accidents.

### :The importance of training

#### The importance of training and its continuity can be highlighted by the following: (2)

Continuing scientific developments and discoveries, and what the work -١ environment requires in terms of a permanent and renewed need for individuals to be informed of this new information in order to take it as a basis .for developing their work

Productive developments, the technological revolution, and globalization -٢ have led to the development of new methods and methods of work that

require scientific specializations and various technical and administrative  
:skills, such as

- A / programming works and the use of computers and the Internet.
- B / active information systems.
- .C / methods of decision-making using operations research
- D/ Organizational development work and related expertise in research and  
.training

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( ١ ) .٢٠٢ .Mashhour , (previous reference ) , pg  
. ٢١ .p ,٢٠ .Al-Azzawi, previous reference ) , p (٢)

The tremendous development in the composition of the workforce makes -٣ the training process necessary to accompany changes in the structure of the workforce at the organization, state, national and global levels

The change and difference in individuals' motives and attitudes, and then -٤ the development that occurs in their productive behavior, and the need for multi-skilled individuals, makes training aimed at modifying and developing behavior a necessity over the period of the individual's job service.

### **:Training objectives**

**Training objectives can be divided according to the types of workers according to their job levels and according to their training needs as follows: (1)**

Senior management level.

.Middle management level

Executive management level.

### **Accordingly, the training objectives can be divided into three types of objectives: (2)**

Creative and innovative training goals: These are the goals directed to -١ senior management by virtue of their responsibilities for the strategic goals that require creativity and innovation

,The supervisory, coordinating and problem-solving training objectives -٢ which are the objectives directed to the middle management for its responsibilities in supervising the workers in the lower management coordinating with the upper management and addressing the problems arising from the work.

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(1) .(٢١) .Al-Azzawi, (previous reference, p

The previous reference, p. 22 (٢ )

Regular training and informational goals: These are the goals directed to -٣ lower management or executive workers who need to increase knowledge and develop capabilities and skills needed for their work.

**In general, the objectives for training at the level of the individual, the ( ١ ) :organization and the country can be defined as follows**

- 1- Providing individuals with specialized functional information related to .their work and methods of optimal performance in it
- 2- .Modifying behavior and developing performance methods
- 3- .Refining the skills and abilities of individuals
- 4- Raise the efficiency and effectiveness of the organization.
- 5- Achieving the goals of the state.

**:The role of training in administrative development**

**.Administrative training has a major role in the development process**

**This role is as follows: ( 2 )**

- 1- In order for training to have an effective impact on development and administrative development, the education and training base must be expanded and made accessible to all agencies and ministries.
- 2- There must be participation by the training specialist in preparing ,comprehensive plans for administrative reform and its training needs because of its positive impact in linking the needs of the administrative apparatus with what can be planned in the field of training.
- 3- The view of training must be inclusive of many aspects, including on-the-job training - training in specialized institutes and centers - self-training - introducing the environment and working conditions .knowing the gap between individual potential and work requirements All of this has an effective role on the administrative development efforts if it is viewed comprehensively and continuously.

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(1) ٢٢ .p , ٢٢ .Al-Azzawi, previous reference, p adapted ) ١٠٧ .Al-Zaher, previous reference, p. 106 - p (٢)).

## : Training shortcomings

The development and administrative development agencies clearly contributed to the preparation and implementation of many training programs that helped qualify some different sectors, but there are many shortcomings in training programs in the Arab world in general, including: (1)

### 1- :Theoretical orientation in the training programs

Focusing on the theoretical academic approach followed by some administrative development agencies is considered one of the obstacles that kill the effectiveness of training. This theoretical approach has been strengthened by three considerations

- The trainers working in the institutes did not have much opportunity for ,practical experience, as they obtained specialized theoretical studies .and therefore they tend to this direction
- Lack of interest in field research, especially in local administrative .experiences
- Little use of various training methods and means.

### 2- :Shortcomings in identifying training needs

In the sense that the administrative development agencies circulate and implement their training programs according to the training needs, it may be believed that they are required, but the opposite happens, as a result of random selection, and this is due either to the lack of available capabilities to limit the training needs or to the difficulty of the process of carrying out this activity in some countries.

### 3- Administrative leaders' reluctance to train:

This is due to the beginning of the establishment of administrative development agencies, where they provided specific training programs that

mostly focused on middle and lower managements, but when I tried in recent periods to provide training programs for senior leaders, the problem arose and there was a reluctance on the part of the leaders, and this is a result of many reasons, including:

- ,Difficulty persuading senior staff of the importance of training especially if it takes into account the scientific background.
- Excessive work of senior officials as a result of the severe .centralization in many government agencies
- The need for trainers with a high level of competence and this .category may be few
- Scarcity of scientific materials and study cases, which requires a long time to prepare study cases that are compatible with the administrative .reality

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(1) . ( adapted ) ١٠٩ .p - ١٠٧ .Al-Zaher, previous reference, p.

## Second: Consultations

### :Its importance

Organizations in the public and private sectors face many problems while carrying out their work, whether problems in organization or procedures or problems related to personnel affairs or other problems, which require conducting studies and providing appropriate recommendations and solutions. Conducting studies to identify the problems that the organization may face, and providing appropriate solutions to solve them, which leads to ( ١ ) .the development and progress of the organization

### :The role of consulting in administrative development

**The consulting process is a continuous process, and therefore it has a major role in the field of administrative development, which is represented in the following: (2)**

-١ Analysis and scientific research to reach new concepts, rules and theories. Consultations are an educational process based on a common positive -٢ .attitude of the consultant and the administrative staff

The integration of development efforts in terms of training, research, and -٣ consultation provides nourishment for these elements to each other, and they are connected and not isolated from other elements such as the development and development of workers and the improvement of work skills.

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( ١ ) ٧١ .Asfour , Fundamentals of Organization and Methods, p

. ( ١١١ ) .p , ١١٠ .Al-Zaher, (previous reference, p (٢)

Consultation seeks to determine the relationship between the various -٤ variables and to identify the strategic factors capable of change, as the problem of management in developing countries is represented in the loss of coordination and clear identification of the relationship between the different .variables

The importance of consultation increases by addressing the consultant to -٥ solve a specific problem within the administrative apparatus, as the work teams acquire certain capabilities through it, which leads to development directly.

Specialized assistance is provided in a fundamental issue that senior -٦ management cannot devote itself to due to its preoccupation with daily and .executive work

### **:Problems facing counseling**

**Administrative consultations have a clear impact on the development of the administrative apparatus, but there are some aspects of shortcomings and errors that were a stumbling block to achieving the desired level of ambition. Among these problems in general are the following: (1)**

- Not clearly defining the subject of the consultation

The lack of precise definition of the consultation and the lack of evaluation and follow-up of the results of this provided consultation, all of this ultimately becomes an obstacle in the way of achieving the correct results of the consultation.

- Lack of integration between training, research and consulting activities

,All these characteristics share in being means to achieve the ultimate goal which is to increase the efficiency and effectiveness of management, so they ,must be seen as interrelated parts of an integrated system for development and any change in part of them must affect the rest of the parts and then the .system as a whole

- Low turnout of qualified people for the consulting profession

The demand for consulting work is low, and this field requires specialized academic qualifications and practical experience. Likewise, those qualified in this aspect often find more tempting opportunities than working in the field of consulting, especially in the financial and moral aspects.

- Demand for foreign expertise in counseling

,Based on the low turnout of qualified people for the consulting profession there is a demand for foreign expertise. Nevertheless, many foreign consulting experiences did not succeed. Rather, this led to administrative problems and hindered progress in production and services.

- Absence of institutionalization of administrative development efforts

This means that the efforts of administrative development and reform in the ,Arab countries are linked to the responsible person and his desire for reform and the result is that most of the consultations that appear during the era of a responsible person are often canceled if another official replaces him.

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(1) ( adapted ) ١١٣ .p , ١١١ .Al-Zaher, previous reference, p

### **Third: administrative research**

**Administrative research is of great importance in administrative development, and this is due to several considerations, including: (1)**

1. It works to uncover facts through the scientific method it follows.
2. Field research is considered an important aspect of research because it helps in the development of groups as well as in the cultural development of group members and the activation of business among them.
3. The data that can be collected through field research is the basis for all the information on which all strategies, plans and programs that are presented and implemented by administrative development agencies depend.
- 4- The information that results from the field research and the resulting practical alternatives are the basis for all other activities in the administrative development agencies.
- 5- The practical applied research that focuses on local components limits dependence on foreign theories and concepts.

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(<sup>1</sup>) Al- Zaher, (previous reference), p. 114

## **:Fundamentals of administrative research development**

**The process of developing administrative research has many foundations, including: (1)**

- 1- Conducting environmental and social studies to link management as an integral part with religion and society, which encourages spreading ,religious, moral and patriotic motives, and thus respect for work, time .and devotion to God Almighty, then religion and the nation
- 2- Focusing in education on the method of field research to study the different dimensions and causes of phenomena.
- 3- Intensify efforts in scientific research to be able to study negative phenomena and address the causes of problems and administrative .backwardness
- 4- Conducting future studies of the reality of management and what it .might be affected by
- 5- Raising awareness among the general public and provoking thinking and meditation among the private. This comes through the great and remarkable effort in theoretical and applied research. A number of foreign writers and thinkers have noticed that research has not received enough focus, as there is a relative neglect of this field and not a complete absence of it, and also the lack of sufficient resources for this aspect as it has received little attention, so governments must do more research in this field. The field of personnel affairs and the development of new ways to develop the employees' motivational and supervisory skills.

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(1) Al-Zaher, ( previous reference ) , p. 114 - p. 115.

### **The main aspects of the administrative development of the area with the pillars of administration:**

Contemporary public administration can succeed in overcoming the problems it faces and achieve a high level of efficiency and effectiveness when it succeeds in employing a set of administrative pillars that contribute directly or indirectly to the administration's results of these pillars: the legislative aspect the organizational aspect The human side, the financial side, and the ( ١ ) .researcher will review the aspects of development for each pillar

#### **:First the legislative aspect**

Some writers believe that one of the important matters in administrative development is to start changing laws, regulations, and regulations, clarifying responsibilities and dividing powers, so that the development process ( ٢ ) .becomes consistent with legislation and laws

Therefore, one of the basic requirements for administrative development is the review of old laws and the issuance of new laws, i.e. going through long legislative procedures. Therefore, development officials must take into account the following: (3)

- 1- The report is whether it is legislatively correct to amend the traditional areas of law to facilitate reform and development efforts.
- 2- Determining whether the law is a tool for reform and administrative .development
- 3- Determine the circumstances that make the law a useful tool for the .development process
- 4- Not to exaggerate the review and issuance of laws that run parallel to the goals of administrative development so that development is not .seen as a tool for modernization only

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( ١ ) .٩٢ .Al- Zaher, (previous reference), p

.(adapted ) ٩٢ .The previous reference, p (٢)

٩٣ . The previous reference, p (٣)

Some believe that systems and zygotes have a major role in administrative development if they get rid of the problems that may be associated with them ) .whether in the stage of drafting and setting texts or in the following stages (

**Some writers have mentioned defects in this aspect, including:**

1- Frequent resorting to the legislative side may complicate administrative work, confusion and instability

2- Employees may follow the rules and laws literally, which causes other complications.

3- Lack of realistic interest in the content and content of administrative work

-Based on the foregoing, we find that regulations and legislation are a double edged sword , as they are an effective tool in the process of administrative development if they are properly developed and exploited, while if their formulation is inaccurate, it will lead to an exacerbation of administrative problems (2 )

**Second: the organizational aspect**

The organizational aspect is considered one of the most important aspects that support the efforts of administrative development, as this aspect focuses on developing the organization, including its departments and departments so that it can create an environment for the organization that allows for innovation and development.

**The importance of organization stems from the basic means of developing the organization, and among these means: (3 )**

**1- Demonstrating and applying the idea of an effective system.**

In other words, for the administrative organization to be effective, several conditions must be met, including

- A- Reconciling the employees' specific objectives with the general objectives .of the organization in which they work
- B- Decisions should be taken close to the sources of information, regardless of their location on the organizational map.
- C - Dealing with the problems of individuals in a scientific manner and approach and trying to narrow the gap between the problems of workers and work needs.
- D- Dealing with the organization as an open system so that there is a kind of understanding between the components of the system.
- F - Paying attention to research and development and continuing to do so.

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a (١) . (٩٣ .Zahir , (previous reference, p  
 ( ٢) .Ibid ., pg. 94  
 .previous reference , pp. 94-pg. 96 (adapted ) The (٣ )

## **2- Finding compatibility between the interests of senior .management and the interests of the organization**

The effectiveness of the organization is largely related to the extent to which the interests and strategies of the leaders agree with the interests of the organization itself. There was an agreement among the majority of ,contemporary management men that when an organization is established goals for its senior leaders as well as its employees arise with it, meaning that if there is no prior coordination by the agencies responsible for development, the development efforts will falter, causing many different administrative problems.

## **3- Description and evaluation of works.**

One of the benefits of the evaluation and characterization process is to identify the works and the number of their occupants, which leads to an increase in the ability to distribute the works accurately and prevent .duplication and determine responsibility. administrative

## **4- Availability of a sound information system.**

Which helps to increase the degree of accuracy and objectivity, especially with regard to planning and control processes, which leads to the .development of the administrative apparatus

### **:Third , the human side**

Planning for the current and future needs of manpower is one of the important aspects of administrative development, due to the importance of manpower and its great role in determining the efficiency and effectiveness of the administrative apparatus. In order to achieve this goal, the following must :be taken into account (1)

- 1- Develop plans and policies necessary to select the distinguished .elements according to the needs of the organization
- 2- Coordination between educational institutions and administrative development agencies in order to develop and fulfill the needs .required by the development sectors
- 3- Developing and implementing many training programs that work on developing the skills of human resources and achieving positive .cooperation and meaningful integration
- 4- Finding flexible job policies that depend on merit and the appropriate .qualification in selecting these elements
- 5- Directing the procedures of the civil service from selection and .promotion to serve the objectives of career development
- 6- Determining the type of manpower required and determining the .method that helps in developing the existing manpower
- 7- Finding incentives, benefits and appropriate conditions to obtain the .required manpower and also to maintain the required competencies
- 8- Taking into account the time and effort that the development of workers deserves, and knowing the obstacles that prevent this and how to overcome them.

#### **Fourth: the financial aspect**

Paying attention to the development of the financial aspect is the necessary step to achieve the efficiency of management, because the financial aspects must expand so that the administration can introduce the required development and its continuity, meaning that if a valid and developed budget system and effective auditing systems are available, this will positively affect the methods of administrative development. One of these systems is ( ٢ ) .performance and software balancing

#### **:Performance and program balancing -١**

#### **The performance budget consists of the following activities: (1)**

- ١ Designing and adopting a plan of activities and programs during a specific period, including what the administration is trying to do, how, why and when.
- ٢ Funding includes linking program costs to resources and determining the size and type of organization's performance from the available resources.
- Implementation or completion, which means the completion of the -٣ approved plan within a specified period of time and with the resources allocated to that plan.

Performance budgeting focuses on activities and tries to avoid overlapping between administrative units, while program budgeting looks at the goal of .government administration (not activities)

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.(adapted ) ٩٨ .pg -٩٧ .Al-Zaher, previous reference, pp (١)

.( adapted ) ١٠٠ . previous reference , p The (٢ )

**Al-Hiti mentioned that the distinction between program budget and performance budget is as follows: (1)**

- The program budget contains the objectives and functions of the state at the level of ministries and institutions.
- Performance balancing is concerned with the executive levels in the .state structure, or as it is called (activity levels)

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( ١ ) .Muhammad , Public Administration, p. 242, p. 243

(2) ٢٣٢ .Al-Haini, Public Administration, A Contemporary Perspective, p

### **:leadership in administrative development**

The administrative leadership is considered an important axis on which the various actions in the administrative entity are based in the field of mobilizing energies, evaluating the behavior of workers, coordinating efforts, and the like, which leads to achieving the goals and thus reaching the required administrative development. (١)

### **:Leadership concept**

.It is the ability to influence others and motivate them to achieve certain goals  
A leader is a person who can influence the behavior of employees in the  
( ٢ ) organization to achieve a specific goal

### **:The concept of administrative leadership**

Leadership in large and wide administrative organizations means influencing individuals and activating them to work together in a joint effort to achieve the objectives of the administrative organization. (3)

### **:Leadership traits**

#### **Administrative leadership has many features, including(4):**

##### **1- The ability to make a decision**

The administrative leader must have the ability to make the appropriate decision at the right time.

##### **2- Wisdom in planning and organizing**

After making the decision, the administrative leader must develop a plan to implement the decision, and this plan must be clear and accurate in order to be implemented.

##### **3- The courage to act**

,The leader may have the ability to make decisions and develop distinct plans but he will not be able to achieve his goals if he does not have the courage to act, in the sense that he has the ability to do what he must do.

##### **4- The ability to manage**

The ability to manage is the organized method that enables the leader to achieve his goals, and the acquisition of this ability requires the acquisition of

management skills and the discovery of its secrets, as management is a tool of good leadership.

### **Recent trends in the characteristics of administrative leadership**

In order for administrative leadership to be effective and able to meet the requirements of modern management, some important capabilities must be available in the administrative leader, which the leader can learn and develop ,to make him an effective leader, namely: effectiveness in decision-making effectiveness in communication, time management, management by objectives, and change management. . (1)

### **First: effectiveness in decision-making**

Administrative decision-making is considered one of the core tasks of the administrative leader, and the importance of the decision-making process for any organization is due to the fact that it is related to the various aspects of ,the administrative process such as planning, organizing, coordinating policies, communications, etc., where the success achieved by the organization depends on the ability and competence of its leadership to make . appropriate decisions

And effectiveness in decision-making means the ability of the leader - when choosing between the available alternatives, to choose the alternative that .achieves the maximum return using the same resources

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( ١- ٨٠ .Sunaidi , Opinions on Administration, p

( ٢) ١٣٣ .Mashhour , (previous reference), p

( ٣) .٩٨ .Kinman , Administrative Leadership, p

١٣٨ .famous, (previous reference ) , p ( ٤ )

### **Elements of an effective decision**

An effective decision is based on choosing between a number of available alternatives, and this choice is based on awareness and realization and after studying and thinking about the most appropriate alternatives, which can be implemented at the lowest cost and achieve the maximum return, and based on the above, decision-making depends on the ability of the leader to choose between the available alternatives to the problem. The subject matter of the decision, and this does not take place unless the choice is made as a result of a scientific study and a sound assessment of reality. Also, the decision is taken based on a comprehensive view of the organization and its surroundings, and not based on a view limited to a local or temporary ( ٣ ) .problem

### **Second : effectiveness in communication**

Communication is a (means) and not an (end), as it helps in facilitating the administrative process, and helps in achieving effective administrative planning. It also helps in the effective implementation of administrative organization, administrative control, and administrative guidance. (1)

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( ١ ) .(adapted ) ٣٨٨ .p ٣٨٥ .Ketman , (previous reference, p

.(adapted ) ٣٨٩ .p - ٣٨٨ .The previous reference, p (٢)

.( adapted ) ٣٩٠ .p ٣٨٩ .previous reference , p The (٣ )

## Conditions for effective communication

**For effective communication, basic conditions must be met, otherwise communication will fail to achieve its desired goals, and among these conditions: (2)**

Complete knowledge of the information, data and directives to be -<sup>١</sup>  
communicated to others

Confidence in the source of the message, as without this confidence, the -<sup>٢</sup>  
message will not achieve its goals

The message must include specific information, as the workers' questions -<sup>٣</sup>  
cannot be answered in general terms.

-<sup>٤</sup> The appropriate time should be chosen to send the message.

It is preferable that the thesis deal with one topic, which helps in facilitating -<sup>٥</sup>  
the process of understanding the topic of the thesis accurately.

### Third: time management

The effectiveness of the leader depends to a large extent on the extent of his ability to manage his time, in the sense of his ability to identify topics that have priority in sacrificing time and to know the people to whom he can give more of his time than others, and given the importance of time, many studies have been conducted focused on knowing how leaders spend Administrators take their time, and among these studies is a study conducted by the two senior leaders in the (١٨٠ ) researchers (Klebke and Daniel) that included United States of America in several administrative organizations, and this ) study reached results that explain how the American leader spends his time ( ٣

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( ١ ) ٢٩٩ .Relationships , modern management theories and concepts, pg

٣١١ .p - ٣١٠ .Ibid.), p ) (٢)

Kanaan , (previous reference), pp. 410-pg 411 (adapted (٣)).

### **The most important of these results: (1 )**

- 1 - On average, leaders spend 12% of their time interviewing subordinates, colleagues, and advisors, 5% stressing effective performance, 2% on personal and social activities, 4% on routine correspondence, 15% on personal correspondence, and 30% on personal and social activities. % in phone calls, and the rest of the time they spend on important work activities such as preparing for conferences, or planning work programs.
  
- 2 - No matter how some leaders try to organize their time, there are some ,things that may arise suddenly that may require contact or interviews which takes their time. Therefore, an effective leader is the one who can arrange business priorities according to importance and train his assistants to accomplish simple things in order to avoid wasting his .time on details

### **In the light of the aforementioned studies, three basic facts can be drawn that could serve as a basis for effective time management for leaders: (2)**

**First:** There is a difference in the importance of time among leaders, and the ,ability of a leader to benefit from his time is controlled by various factors .including the size of the organization, the nature of its work, and others .The size of the organization has an impact on how the leader uses his time The greater the size of the organization, the greater the pressure on the leader's time. The nature of the work also has a significant impact. The time of a minister at the head of a ministry differs from the time of a director of an .airline, for example

**Second:** The leaders' time is limited to certain working hours, and there are other factors and other people who control this time, which makes the leader's time not his private property.

**Third:** The effectiveness of the leader in managing his time requires using most of his time for work, in the sense that his dedication to work is at the expense of the time required for him, his family and his social relations, which causes a lot of effort and exhaustion. Therefore, the leader must divide his time and distribute it according to the importance of the work so that there is no Excessive use of time in favor of work at the expense of his health.

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( ١ ) .Kanaan , (former reference, p. 412)

The previous reference, p. 413, p. 415 (adapted ) (٢)

#### **Fourth: Management by objectives**

##### **The concept of management by objectives**

Management by objectives is one of the modern concepts in the field of management, and there are many definitions, including that management by objectives is an administrative style characterized by its main focus on the goals or objectives of the organization and the expected results that the organization wants to reach within a specific timetable, as well as setting standards by which it can be reached to evaluate the effectiveness of achieving These goals (1)

##### **Fifth: change management**

is an important requirement in this time, because it is the way for the growth ,and progress of institutions, to reach new horizons, help them to continue ,and achieve success in a rapidly changing world. Likewise, for individuals change contributes to enriching their practical and personal lives. Based on the above, the behavior of individuals and institutions towards the process of :change can be observed through The following methods: (3)

A- Staying on the current situation: It means staying on what we are, which is .impossible

B - Follow-up: It means keeping up with the changes and living with them to .ensure survival and continuity

C - Anticipation: knowing what changes are required and making them quickly in order to achieve safety on the one hand and calculated risk on the .other hand

In order to reach the right result, a thorough study of the change process is ,required to understand the reasons that call for it, and its basic principles before starting to implement the required change. (4)

( ١ ) Amer, Management by Objectives, pp. 55-pg. 57

,Al-Atiyat, Change Management and Modern Challenges for the Manager (٢) pg. 96

٩٨ .The previous reference, p. 97, p (٣ ).

٤)) The previous reference.

### **: Administrative development and employment of information systems**

The information revolution appeared years ago and is represented in information technology, modern computers, advanced wireless means of communication, and the Internet

Information has become the backbone of organizations of all kinds and the nature of their activities. (1)

### **First: the concept and nature of management information systems**

Information systems are defined as a set of organized procedures that can be implemented through providing information used to support decision-making and control processes in the organization. (2)

### **Characteristics of management information systems**

Management information systems have many characteristics that must be available in it. It is an open system consisting of many sub-systems. These systems interact and overlap with each other. The internal and external environment, and this system has inputs, processes and outputs. The inputs are human, material and technological inputs, and the processes are intended for interaction and interdependence between systems, policies programs and others. As for the outputs, they are the goals that have been ( ٣ ) .achieved

### **The main functions of information systems:**

There are many functions that information systems perform, including: (1)

1. ,Collecting the necessary data and information and then tabulating classifying and keeping them in the information center to be used when needed.
2. Information production, and this process is shared by man and machine, due to the magnitude of this information.
3. ,The use of information in the administrative processes of planning control and decision-making.

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( ١ ) ٢١٧ .Al- Masoud, Public Administration in the Kingdom of Saudi Arabia, p .( adapted )

( ٢ ) .Saber , Administrative Information Systems, p. 8

٢٢٠ . pp - ٢١٩ .Al Saud, previous reference, pp ( ٣ )

The previous reference (adapted ) ( ٤ )

## **Second: the importance of information for contemporary organizations**

Information has a major role in helping organizations to make rational decisions by using the scientific methodology to choose an alternative among several alternatives, taking into account the selection of the alternative that achieves the most benefit for individuals and administrative organizations also the use of effective communication systems, and the abolition of traditional patterns helps to keep pace with developments and surrounding developments.

The success of any organization is largely due to the use of information in all administrative functions, taking into account that the different characteristics of information lead to different uses, as the information needed to make strategic planning decisions depends on sudden predictive information that the organization obtains from its external sources. For the information necessary for operational control, for example, it depends on the information that the organization obtains from its internal sources. (1)

## **Third: Contemporary Saudi administrative organizations' need for information**

There are many factors that show the importance of information for contemporary administrative organizations, including that rapid changes in the political, legislative, economic, social and other forces can only be achieved with the availability of accurate and recent information about them. We also find that changes in the laws of some Arab countries affect the Kingdom, such as the laws related to the export of labor. In addition, local social changes in lifestyles affect the decisions taken by some government organizations and institutions, so accurate and rapid information must be provided. We also find that the relationship of organizations with each other and the complexity of their activities requires coordination and follow-up through a modern and developed information network. The poor service provided by some government agencies is due to poor communication and the lack of sufficient and accurate information in a timely manner, which leads

to a waste of resources and funds allocated for the implementation of these .services

Based on the foregoing, we find that information is an essential and important ,source for administrative and organizational processes, and from it development and modernization plans in the private and public sectors are based. (2)

### **topic : job performance**

The development of human resources is one of the factors that greatly help in the development of organizations and one of the most important development ( ١ ) .factors is the evaluation of the performance of employees

#### **First: the nature of performance:**

Performance is an integrated system in which individual performance is the main element, and this is due to the fact that the human element is the effective element in performance due to its expertise and capabilities to ( ٢ ) .accomplish work

#### **1. The concept of performance**

There are many definitions of performance, including that it is the result of a ) specific effort made by an individual or a group to accomplish a specific work ٢)

Performance management can also be defined as a process or set of operations to help systems achieve their goals, and it is concerned with the existence of a common understanding between managers and their work team of what needs to be achieved, then managing and developing employees in a way that increases the possibility of achieving them in the short and long term. (4)

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( ١ ) .(adapted ) ٢٢٢ .p - ٢٢٠ .Al Saud, (previous reference, p

.( adapted ) ٢٢٣ .p ,٢٢٢ .The previous reference, p (٢ )

## 2- performance determinants

In order to determine the level of employee performance, the factors that determine this level must be known. Therefore, Suleiman mentioned that performance is determined by three factors, which are:

The first: individual motivation to work.

Second: work environment.

Third: the ability to work.

**Motivation to work:** Motivation means the sum of the internal forces that follow from the individual's self and that move and direct his behavior in a certain direction. (6)

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( ١ ) ElBaradei , Developing managers' skills in evaluating employee performance, 1st edition, pg. 63

(٢) ٧٣ .Al Saud, previous reference), p

( ٣ ) Ibid ., pg. 74

( ٤ ) Armstrong , The Complete Reference in Management Techniques, 1st ed., p. 101

( ٥ ) Al Masoud, previous reference), p. 75, p. 76.

( ٦ ) Previous reference.

,In view of the importance of motives for human resources and organizations contemporary management has given special importance to them, and has benefited from studies of psychology and organizational behavior in the emergence of different models of motives and job satisfaction, which have a significant impact on the performance of workers and increase their productivity. (١)

**The work environment ( work climate):** The work environment consists of two parts: the internal environment of the organization and the external environment surrounding it. With regard to the internal environment, it is ,represented in all components of the organization such as policies, leaders systems, etc. As for the external environment, we find that it consists of three environments. It is the global environment, the regional environment, and the local environment, and all these environments have an impact on the organization despite being outside the control of the organization's management, so it is necessary to follow up the elements of the environment and the changes that may occur and the extent of their impact on the ( ٢ ) .organization

**The ability to perform the work:** the management of the organization must be aware of the capabilities, motives, and attitudes of the individuals, in order ,to be able to distribute the work and tasks to the workers in a correct manner i. It depends on three factors: effort, personal characteristics, and the individual's perception of his job role.

Where we find that the exerted effort shows the degree of enthusiasm of the ,individual to perform the work and the extent of his motivation to perform while his motivation depends on the individual's capabilities and previous experiences, while the individual's awareness of his job role is represented in ( ٣ ) .his personal behavior while performing his work

**However, management scholars could not agree on the determinants of performance due to the difficulty of doing so in practice, and therefore they warn against generalizing the results reached by some studies for the following reasons: (4 )**

- 1 . The performance of a particular category of workers differs from the performance of another category, and therefore the performance determinants of that category are not necessarily the same as the .performance determinants of the other category
- 2 . The determinants of the performance of employees in a particular organization are not necessarily the same as the determinants of the .performance of employees in another organization
- 3 . External environmental factors have an impact on determining performance determinants.

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Al Saud, (previous reference), p. 76 (١ )

(٢) .Ibid ., pp. 76, p. 77 (adapted)

( adapted ) ٧٨ .reference , p. 77 p The previous ( ٣ )

(٤) Previous reference.

### 1.3 performance rates

Performance evaluation or judgment requires a description of performance rates. The performance rate may be considered a goal or a planning tool, or it may reflect a plan or procedure used to perform a specific activity. Estimating performance rates differs from one society to another and from one organization to another, depending on the prevailing customs and traditions and the surrounding environmental conditions. organization

Despite the importance of defining performance rates that lead to clarity in workers' expectations, it may make workers focus on achieving these written rates and neglect others such as using modern technologies or discovering new ideas. (1)

### Second: performance evaluation

The performance appraisal process is no longer limited to its primary goal on the behavior of employees and their actions during the performance of their work, but has become focused on administrative development in all its dimensions, as the benefits of performance appraisal have multiplied and diversified as it aims to reveal the latent energies of employees, develop their performance, motivate employees, and also raise the motivation of the management of organizations To use methodologies and methods of ( ٢ ) .performance appraisal objectively and accurately

### - The concept of performance appraisal

There are several definitions of the performance appraisal process, including that it is a periodic report that shows the level of performance of the individual and the type of his behavior compared to the tasks and duties of the job entrusted to him (٣).

Performance appraisal is also defined as “that procedure that aims to evaluate the achievements of individuals through an objective means of judging the extent of each individual’s contribution to accomplishing the work entrusted to him in an objective manner, as well as judging his behavior and actions during work, and the amount of improvement that occurred in his method of performing work\* (٤).

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(١) Al ٧٩ .Saud, previous reference), p

(٢) (adapted ) ٨٠ .the previous reference), p. 79, p )

.١٣٧ .pg , ١st edition ,Saleh, Human Resources Management (٣ )

١٨٨ .pg , ١st edition ,Zuwelf , Personnel Management (٤ ).

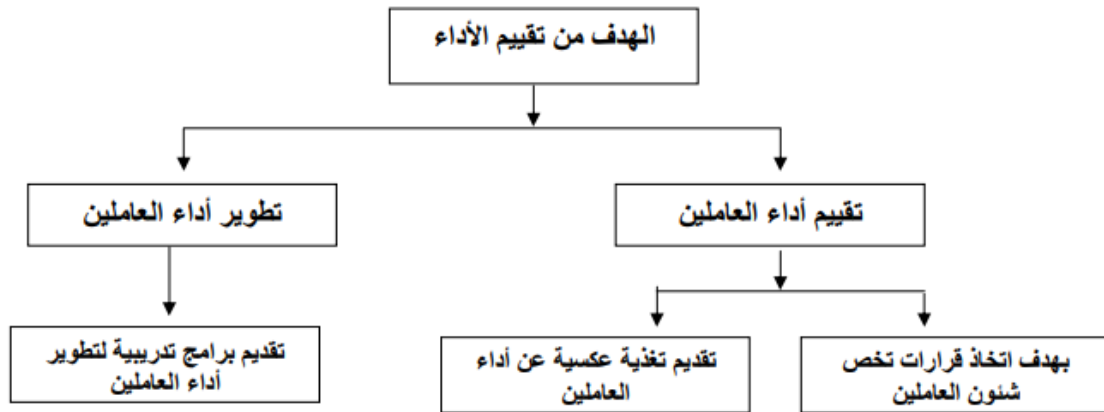
- **The importance of performance appraisal**
- ability and ability to achieve the tasks required of him to accomplish, the (growth of his personality and the development of his performance . 1
- 1 - Promotion and transfer, as performance appraisals reveal the capabilities of employees, and thus they are promoted to higher positions. It also helps in transferring and placing each individual in a .job that suits his capabilities
  - 2 - Evaluation of supervisors and managers, as the process helps determine the effectiveness of supervisors and managers in developing and developing the team members who work under their supervision .and direction
  - 3 - Adjusting salaries and wages as it contributes to suggesting appropriate financial rewards for workers, suggesting increasing or decreasing salaries and wages for workers, and suggesting a system of specific .incentives
  - 4 - Counseling: It is a means of evaluating the weaknesses in the performance of workers and suggesting measures to improve that performance, through training, for example.

- **performance appraisal objectives**

**The main goal of performance appraisal** Performance appraisal mainly aims at two main points: (2)

- (1) Evaluation. Development (2).

The following figure illustrates the main objective of evaluating employee performance



(Figure 1): The objective of performance appraisal

Source: ElBaradei, Developing managers' skills in evaluating employee performance, pg. 63.

(1) ٢٩٩ .p ٦٥ ٢ .Al-Hiti, previous reference, p

. (٢) .ElBaradei, (previous reference, p ٦٣).

**(١) Rating:**

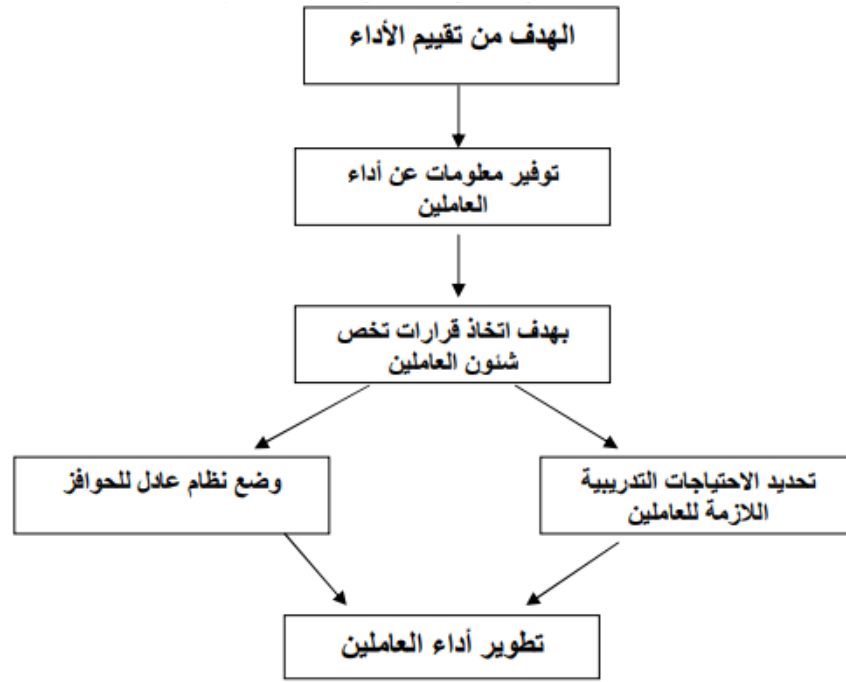
Where the performance of employees is evaluated and the information obtained from the evaluation is used in issuing administrative decisions, such as promoting employees, transferring them, or granting annual bonuses. The evaluation also helps provide feedback to the employees, as they are informed of their achievements compared to the goals and aspirations of management, and thus the employee can know his strengths and weaknesses.

**:Development (٢)**

As the process of evaluating the performance of employees helps to evaluate the programs and policies of the organization, which leads to the development and development of the performance of individuals and administrative and institutional development. (1)

**The researcher disagrees with what The writer reminded him that one of the goals of performance evaluation is evaluation, because it contradicts scientific logic, so how can evaluation aim at evaluation?**

The researcher developed the following proposed form to clarify the objectives of performance appraisal:



(Figure 2) : The purpose of performance appraisal

- :Secondary performance appraisal goals

**Dr. Saleh mentioned that the process of evaluating the performance of employees has many objectives, including: (1)**

Determining the necessary training needs for workers, as the evaluation -١ helps to identify the weaknesses of workers in terms of technical and .administrative capabilities and skills. their experiences and skills

Establishing a fair system for incentives, as the results of the evaluation -٢ process show the actual performance of the employee and the extent of his ability to achieve the actual requirements of his job, and on this basis, the employees are rewarded according to the effort he provides and the results he obtains, which drives the employees to work with great desire. As for ElBaradei, he mentioned that the performance appraisal includes two main angles, which are the productive sufficiency and the willingness of individuals to advance. Accordingly, the evaluation objectives are as follows: (2)

- Establishing a system that supports granting job eligibility to workers .and increasing their salaries fairly
- Clear communication with employees to set performance expectations ,from their jobs, and to provide feedback on job performance to them which leads to:

A- Helping supervisors understand the workers under their supervision.

B- Improving communication between supervisors and employees, and strengthening the relationship between them.

- C - Increasing cooperation between supervisors and workers to raise production efficiency on the one hand, and to develop the capabilities of individuals on the other hand.
- Determining the training and development needs of workers, as it leads to:
  - Knowing the individuals who need special care or special .training to improve their competence
  - This helps to maintain a high and continuous level of productive .efficiency
- Evaluating readiness for promotion and avoiding nepotism by unifying .the bases on which promotion or wage increases are based
- Recording performance levels or performance problems.

- Appreciation and recognition for outstanding performers.
- Encouraging competition between different departments to increase their productivity.
- Provide the administration with detailed information that sheds light on future policies for selection, training, transfer, promotion, and others.

#### **-4 Benefits of performance appraisal:**

The performance appraisal process to determine the individual's competency is one of the public administration's policies due to the benefits that accrue from its application on sound foundations that provide objectivity as much as possible. Among the most important benefits that the administration can obtain are: (1)

##### **Morale (١)**

When the workers feel that their efforts and energies in performing their work are appreciated and cared for by the management, an atmosphere of understanding and good relations prevails among the workers and their superiors, and the provision of bonuses, promotion, etc. is based on an objective and fair evaluation, thus creating confidence among the subordinates in their superiors and in the management, and all of this pushes the workers to do so. their work in high spirits.

##### **Notify employees of their responsibilities (٢)**

When the individual feels that his activity and performance at work is being evaluated by his superiors and that the results of this evaluation will result in making important decisions that affect his future at work, he will feel his responsibility towards himself and towards the work, and thus he will make more effort to perform his work in the best way.

##### **(٣) A way to ensure fair treatment**

As the administration, when using an objective method of performance appraisal, ensures that each individual receives the promotion or bonus he deserves on the basis of his effort and efficiency at work.

**(٤) Oversight of superiors**

The performance appraisal process makes the senior management able to monitor the efforts of the chiefs and their supervisory capabilities, through the results of the efficiency reports submitted by them for analysis and review.

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(١) Zwilf , (ibid., p. 192 - p. 194

### **(e) Evaluation of selection and training policies**

The performance appraisal process helps in judging the safety and success of the methods used in the selection and training of employees . employees thereof.

### **Third: global performance and challenges**

The emergence of many global challenges represented in technical ,development, information systems, interest in the surrounding environment and teamwork has increased the need for management skills capable of outstanding performance, increased interest in human resource development, increased productivity, quality, and continuous improvement of performance, so the organization must take into account some elements that help them in facing contemporary global challenges. (1)

#### **What are these elements? follows: (2)**

- 1 - Continuous improvement.
- 2 - . Investing time.

#### **Continuous improvement -١.**

The responsibility for immunization does not lie with the manager only, but rather it is the responsibility of all employees of the organization and the public of the beneficiaries of the services of the organization, through their understanding of the developments and challenges surrounding the organization, and continuous improvement requires the development of all systems and methods of performance in the organization, and increasing the capacity of the organization in dealing with variants. (3)

( ١ ) Al Masoud, (previous reference), p. 86

^^ . The previous reference, p ( ٢ )

.( adapted ) ^٩ .The previous reference, p ( ٣ )

**There are a set of ingredients that help in achieving continuous development , including: (1)**

- 1 - Promoting the firm core values of the organization in order to achieve .stability and continuous improvement
- 2 - The involvement of workers in the process of decision-making and .problem-solving, with their motivation and follow-up
- 3 - That improvement be a vital component of the organization's business .strategy
- 4 - Building positive attitudes among leaders and employees that push .them to continuous development and fortification
- 5 - .Setting goals for performance improvement
- 6 - Designing training programs for all employees, because continuous .training for employees contributes to achieving continuous improvement
- 7 - Record any improvements in performance, and overcome problems that .prevent you from achieving the desired
- 8 - Continuous follow-up of the opinions of employees and beneficiaries .regarding improvement and development
- 9 - .Optimal use of all material and human resources of the organization

Based on the foregoing, the organization, in order to ensure outstanding performance, must continuously improve and develop its plans, policies, and procedures.

**time Investing -٢**

There is a close link between improving performance and managing and ,investing time by using contemporary technology in carrying out work organizing routine work, defining its procedures, obtaining clear decisions .from superiors, and holding targeted meetings

One of the researchers points out that one of the biggest reasons for wasting managers' time and organization resources is the absence of a strategic vision, goals, and fixed values, or poor commitment to them. Managing and investing time Because the investment of time is the embodiment of effective

management, as its investment helps to get rid of time wasters, and also helps in starting the work that needs to be completed according to priority and undermining some of the work for the assistants, so time must be used wisely) ٢ )

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( ١ ) ٩٠ .Al Saud, (previous reference), p

٩٣ .p - ٩١ .The previous reference, p (٢ )

### **The third topic: a proposal to manage administrative development in the Rand Schools Complex in Dammam**

The Rand International Schools complex is committed to the quality of education for students with the best educational methods to ensure the effectiveness of education and success for students. It also aims to support the staff to investigate accuracy in teamwork to provide the best for the student.

#### **Vision**

RAND International Schools is dedicated to creating an environment supportive of open-mindedness and lifelong learning.

#### **Mission**

Provide safe care and an environment Warm education that stimulates the learner's curiosity and freedom of expression by means of lifelong work through Understanding and respect between diverse cultures.

### **The school supports its vision and mission by providing development policies, including: (1)**

- 1- Exerting all possible efforts for excellence in the educational fields and achieving high scientific standards.
- 2- creative thinkers , giving them the confidence to express their ideas without any fear, and preparing them to search for a successful life for life.
- 3- Providing quality education through a selection of experienced female teachers who are trained continuously.
- 4- Using technology to enhance the uptake, quality and effectiveness of education.
- 5- Conducting training workshops for all school staff, according to the needs of each individual within the framework of their educational process
- 6- Teachers and management school leaders are key actors in improving and maintaining the quality of education. This is the reason for which the school offers many training programs that form the vision of

education according to high quality standards, professional competence and effective support.

The researcher proposes establishing an administrative development department in the Rand International Schools complex, with its strategic and operational goals. They will be mentioned in Chapter Four within the .recommendations

In the next chapter, the researcher talks about the methods and methods that were used in collecting data, the study tool, in addition to defining the study community, the size of the study community, the method of selection, and the statistical methods that were used in data analysis.

## **Chapter III**

### **Field study**

## **Preface**

In the previous chapter, three topics were discussed: the first about administrative development, the second about job performance, and the third about managing administrative development in the Rand International Schools complex. The study tool) in addition to defining the study population the size of the study population, the method of selecting it, and the statistical methods that were used in analyzing the data.

### **Study methodology:**

#### **The methodology used in the study**

The study relies on the analytical descriptive approach, as two types of :studies have been relied upon  
 ,Desk study: It relies on secondary data found in books, references periodicals, studies and previous research related to the subject of the study.  
 A field study: where the primary data was collected from the study - population from the primary sources, and the questionnaire was relied upon in order to collect data for the study.

### **Study population and sample:**

The study population includes all the administrative female employees in the ) departments of the Rand International Schools complex, whose number is based on the table attached in Appendix No. (2), with the exclusion of ,( ٣١٦ the number of female technicians in the table. The sample was simple random and its size was determined according to the table (1) attached in the book Al-Wajeez in Methods of Scientific Research, as it amounted to ( 71 ) individuals . ( 82 ) questionnaires, ( 18 ) questionnaires were excluded because they were not valid for analysis, and ( 60 ) questionnaires were correct.

**The tool used to collect data:**

The primary data on the subject of the study was collected by designing a questionnaire that the researcher prepared for the purposes of the study, and a copy of it is attached in Appendix No. (1), after reviewing the questionnaires of previous studies and borrowing some ideas from them, such as the study of Ali Al Zahir and the study of Hanan Khayyat. The questionnaire consists of two parts that serve The subject of the study is as follows:

**The second part:** It aims to identify the opinions and trends of the study community and what is the role played by the administration to develop and improve the job performance of female employees in the Rand Schools complex. A questionnaire was distributed containing (27) phrases divided into themes based (°)on some information extracted From books and scientific theses.

The first axis: It measures the extent to which the administration plays the role it seeks to achieve with the cooperation of all departments within the school, and it is covered by phrases (from 1 to 5)

The second axis: It measures the extent of the impact of development on the performance of employees in each department, and it is covered by phrases (from 6 to 8)

The third axis: It measures the role of senior management in each entity in implementing development processes in cooperation with each other, and it is covered by phrases (from 9 to 15)

The fourth axis: It measures the challenges facing the development process within the school, and is covered by phrases (from 16 to 21)

The fifth axis: It measures the activities provided by the administration in the field of improving job performance in cooperation with departments and sections within the school, and it covers phrases (from 22 to 27) After . completing the preparation of the questionnaire, the researcher made the required adjustments to serve the purposes of the study . It ranges from (strongly agree - agree - don't know- disagree - strongly disagree). After distributing a survey sample, the researcher modified the questionnaire to suit the environment of the study community. After analyzing the questionnaires, the researcher combined (strongly agree with agree, and strongly disagree With or without agreement) under the guidance of the study supervisor in line with the nature of the community represented by the sample.

### **The statistical methods used**

- (1) .Descriptive statistics for personality variables
- (2) .Calculating the reliability and validity of the questionnaire and its axes
- (3) Descriptive statistics for questions in the form of a Likert scale.

### **Statistical processing methods**

In processing the data of the study, the researcher used the appropriate statistical methods for the nature of the study, the nature of building the tool and its standards, as follows:

- 1- Frequencies and percentages describing the study sample according to personal variables
- 2- The arithmetic mean, standard deviation and ranks to find out the dominant opinion of the sample about the tool items
- 3- Cronbach's Alpha coefficient , to determine the coefficient of stability and internal consistency of the study tool.
- 4- Pearson coefficient to determine the validity of the study tool, and to calculate the correlation coefficient between the study axes.

### **First: Descriptive statistics for personal variables**

In this item, there is a study of the distribution of the sample items according to the categories of personal variables, and then obtaining frequencies in these categories and thus the percentage of these frequencies

### 1- the age

( ٣ ) .Table No

**Frequency and relative distribution of the study sample according to age**

| The ratio % | Repetition | the age                 |
|-------------|------------|-------------------------|
| ٤٦          | ٣          | From 20 to less than 25 |
| ٣٦,٩        | ٢٢         | From 25 to 30           |
| ٢٨,٢        | ١٧         | From 30 to less than 35 |
| ٣٠,٣        | ١٨         | From 35 and over        |
| ١٠٠,٠       | ٦٠         | the total               |

Based on the previous table, the researcher found that 46% of the sample were from 20 to less than 25 years of age, 36.9% were from 25 to less than 30, 28.2% were aged 30 to less than 35, while 30.3% of the sample were from 35 or over, and it became clear from this that the largest percentage of the sample ranged from 25 to less than 35 years of age.

### 2- Qualification

Table No. (4)

**Frequency and relative distribution of the study sample according to academic qualification**

| The ratio % | Repetition | Qualification |
|-------------|------------|---------------|
| ٦,٢         | ٤          | secondary     |
| ٧٩,٣        | ٤٨         | BA s          |
| ١٤,٥        | ٨          | Master's      |
| ٠           | ٠          | PhD           |
| ١٠٠,٠       | ٦٠         | the total     |

Based on the previous table, the researcher found that 4 of the sample have a secondary academic qualification , while 48 have a bachelor's degree, and . have a master's degree ^

### 3- Number of years of service

**Table No. (5)**

**The frequency and relative distribution of the study sample according to the number of years of service**

| <b>% The ratio</b> | <b>Repetition</b> | <b>Number of years of service</b>  |
|--------------------|-------------------|------------------------------------|
| ٥١,٠               | ٣٠                | From one year to less than 5 years |
| ٢٦,١               | ١٦                | From 5 to less than 10 years       |
| ١٢,٤               | ٨                 | From 10 to less than 15 years old  |
| ١٠,٤               | ٦                 | From 15 and over                   |
| ١٠٠,٠              | ٦٠                | <b>the total</b>                   |

From the previous table, the researcher noticed that ٥١% of the sample had ,the number of years of experience between one year and less than 5 years while 26 . 1 from 5 to less than 10 years, while 12 . 4% of the respondents to less than 15 years, and 4 . 10 % of 15 years and ١٠ had experience from over, and accordingly it became clear that almost half of the study population had experience ranging from Between one and five years

**4- The number of courses you have enrolled in the management development department at the university**

**Table No. (6)**

**Frequency and relative distribution of the study sample according to the number of courses attended in the management development department at the university**

| <b>% The ratio</b> | <b>Repetition</b> | <b>The number of courses you have attended</b> |
|--------------------|-------------------|------------------------------------------------|
| ٢,١                | ١                 | Didn't take courses                            |
| ٣١,٥               | ١٩                | From 1 to 4 courses                            |
| ١٩,٦               | ١٢                | From 5 to 8 courses                            |
| ٤٦,٥               | ٢٨                | more than 8 courses                            |
| ١٠٠,٠              | ٦٠                | the total                                      |

Based on the previous table, the researcher noticed that 1.2 of the sample did not enroll in any courses, while the number of courses they enrolled in were ٢٨ was 19 . Between 1 to 4 courses, and 12 from 5 to courses, while more than 8 courses, and it became clear to the researcher, based on the above, that almost half of the study sample enrolled in several courses that .were more than 8 courses

**5- The type of training courses you have attended in the  
Administrative Development Department**

**(٧ ) .Table No**

**Frequency and relative distribution of the study sample  
according to the type of training courses attended by the  
Administrative Development Department**

| <b>The ratio<br/>%</b> | <b>Repetition</b> | <b>Type of training<br/>courses</b>          |
|------------------------|-------------------|----------------------------------------------|
| ٦٠,٦                   | ١٤٦               | administrative                               |
| ١٢,٩                   | ٣١                | cultural                                     |
| ٤,٤                    | ١                 | Technical (laboratories<br>(and laboratories |
| ٣٣,٦                   | ٨١                | computer                                     |
| ١٤,١                   | ٣٤                | social                                       |
| ١٢,٩                   | ٣١                | educational                                  |
| ٧,١                    | ١٧                | otherwise                                    |

Based on what The researcher previously found that 60 . 6% of the sample attended training courses, and 12 . 9% enrolled in cultural and educational courses , and the lowest percentage was for technical courses, at 4%, while 33 . 6% enrolled in computer courses, and 14.1 .attended social courses, while 7 . 1% attended other courses

**Second: the validity and reliability of the data collection tool**

The stage of selecting and designing a data collection tool suitable for the purpose and community of the study is considered one of the most difficult stages of scientific research. The researcher usually relies on several tools when choosing a tool from among the tools available to him in the data collection process. This is because weak validity or reliability of the tool necessarily leads to poor validity and integrity of the results of the entire study. Therefore, the researcher is keen to choose a tool with high validity and reliability. From this standpoint, we have to know the extent of the validity and reliability of the data collection tool. ( 1 )

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( 1 ) [http www.wikipedia.org](http://www.wikipedia.org)

### 1- :honesty

The instrument validity of the scale means to what degree does the scale measure the hypothesis it was designed for, and accordingly, the validity of the data collection tool can be defined to what degree the tool provides data related to the study problem from the study population, that is, the validity means that the scale measures what was set to measure it, i.e. It measures the characteristic or phenomenon that it is designed to measure and does not measure anything else (1)

### 2- :constancy

One of the basic characteristics that must also be available in the data collection tool before starting to use it is the property of stability. The importance of measuring the degree of stability of the data collection tool lies in the importance of obtaining correct results whenever it is used, and the stability of the scale is known to what degree the scale gives close readings every time it is used. In other words, stability means that the measure is stable and does not contradict itself, that is, the measure gives almost the same results if it is re-applied to the same sample. (2)

### stability calculation methods

:The stability of the data collection tool is measured in various ways including

#### Cronbach alpha method

It is one of the commonly used methods for calculating the stability coefficient, and it relies on a mathematical equation processed by statistical software packages to determine the value of the Cronbach alpha coefficient and it is confined between zero and one, and whenever the value is close to one, this indicates the stability of the measurement. (3)

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http/ [www.wikipedia.org](http://www.wikipedia.org) (')

(3) The previous reference

(4) The previous reference

,Cronbach's alpha coefficient was used to calculate the stability coefficient and the following results were obtained

(^ ) .Table No

**Reliability coefficients for the axes and for the questionnaire as a whole**

| Alpha Cronbach | number of phrases | interlocutor                                                                                                                                       |
|----------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| ٠,٧٥٩          | ٥                 | The development department plays the role it seeks to achieve in cooperation with all departments or departments within the school                 |
| ٠,٦٦٣          | ٣                 | The extent of the impact of development on the performance of employees in each department                                                         |
| ٠,٨٢٠          | ٧                 | The role of senior management in each entity by implementing development processes in cooperation with school administrations                      |
| ٠,٧٠٠          | ٦                 | Challenges facing the development process                                                                                                          |
| ٠,٦٦٦          | ٥                 | Activities provided by the administration in the field of improving job performance in cooperation with departments and sections within the school |
| ٠,٨٣٦          | ٢٦                | <b>the questionnaire as a whole</b>                                                                                                                |

Which indicates the stability of the scale, that the value of Cronbach's alpha for some  $\alpha_i$  here is close to one for the scale as a whole and greater than  $\alpha$ .

In order to study the consistency of the statements of these axes with each other, as well as calculating the scale of truthfulness, the researcher did the following:

- 1- Taking the first statement from each axis and deleting it, and then calculating Cronbach's alpha for the rest of the axis statements
- 2- If the alpha value after deleting the phrase is greater than the alpha value of the axis as a whole, this means that deleting the phrase increases the alpha value and therefore this phrase should be deleted because it is considered inconsistent with the rest of the phrases
- 3- But if the alpha value after deleting the phrase is less than the alpha value of the axis as a whole, this means that deleting the phrase reduces the alpha value, and therefore this phrase must be kept and it is considered a consistent phrase with the rest of the axis phrases
- 4- Repeat the previous process for each of the phrases of each axis, and keep the phrases coordinated with each other

This method was used and the following results were obtained after deleting the hardship neighbors from each axis, if any

**The first axis:** The development department plays the role it seeks to achieve in cooperation with all departments or departments within the school

**Table No. (1)**

**Coordination and honesty coefficients for the axis of the development department's role to be achieved in cooperation with all departments or departments within the school**

| <b>Correlation<br/>**coefficient</b> | <b>Cronbach's<br/>* Alpha</b> | <b>Phrases of the focus of the development<br/>department playing the role it seeks to<br/>achieve in cooperation with all<br/>departments or departments within the<br/>school</b> |
|--------------------------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ٠,٥٨٦                                | ٠,٦٤٩                         | Updating and developing methods and ways of working within the school                                                                                                               |
| ٠,٤٩١                                | ٠,٧٢٩                         | Developing organizational structures in light of the size and nature of work                                                                                                        |
| ٠,٥٠٤                                | ٠,٧٣٢                         | Determine the functional needs of workers                                                                                                                                           |
| ٠,٥٨٥                                | ٠,٦٩٤                         | Existence of a continuous evaluation process that helps in determining and distributing work accurately, preventing duplication and determining responsibility                      |
| ٠,٤٦٧                                | ٠,٧٣٥                         | Informing the employees of their achievements compared to the objectives of the administration, which helps them to know their strengths and weaknesses                             |
|                                      | ٠,٧٥٩                         | <b>axis as a whole</b>                                                                                                                                                              |

**:General note**

Cronbach's alpha value after swearing the phrase

The value of the correlation between the statement and the group of \*\* statements, which measures the value of internal validity or what is called the validity of the criterion

The researcher noticed from the table that the values of Cronbach's alpha ,within the table are smaller than the value of Cronbach's alpha on the axis and this means that all the expressions within the axis are difficult with each . other, and the correlation coefficients are a significant function at a level of 0 . This means the relationship between the degree of the phrase and the total score, and this means the pre-expressions of the scale for this axis

**second axis** : the extent of the impact of development on the performance of employees in each department

**Table No. (10)**

**Coefficients of consistency and honesty axis The extent of the impact of development on the performance of employees in each department**

| <b>correlation coefficient</b> | <b>Alpha Cronbach</b> | <b>Phrases of the axis of the impact of development on the performance of employees in each department</b> |
|--------------------------------|-----------------------|------------------------------------------------------------------------------------------------------------|
| ٠,٥٧٢                          | ٠,٤١٩                 | Developing scientific thinking and the spirit of innovation and renewal                                    |
| ٠,٤٥٥                          | ٠,٦١٧                 | Developing the capabilities of workers by providing training programs suitable to their needs              |
| ٠,٤٣٩                          | ٠,٦٢٧                 | Creating good human relations within the work environment, which improves performance                      |
|                                | ٠,٦٦٢                 | <b>axis as a whole</b>                                                                                     |

The researcher noticed from the table that the Cronbach's alpha values within the table are smaller than the Cronbach's alpha value of the axis, and this means that all the expressions within the axis are consistent with each other, and the correlation coefficients are significant at level meant by that is the relationship between the degree of the statement and the total degree, and this means the validity of the scale statements for this axis

**The third axis :** the role of senior management in each entity in implementing development processes in cooperation with all departments

**Table No (١١)**

**Coefficients of consistency and honesty for the axis of the role of senior management in each entity in applying development processes . in cooperation with school administrations**

| <b>correlation coefficient</b> | <b>Alpha Cronbach</b> | <b>Phrases of the axis of the role of senior management in each aspect of implementing development operations in cooperation with school administrations</b> |
|--------------------------------|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ٠,٥٦١                          | ٠,٧٩٧                 | Existence of flexible job policies based on competency in the selection of human resources                                                                   |
| ٠,٥١٦                          | ٠,٨٠٤                 | Existence of flexible employment policies based on the appropriate qualification in the selection of human resources                                         |
| ٠,٦١٥                          | ٠,٧٨٧                 | The existence of a system based on unifying the foundations upon which promotion and wage .increases are based                                               |
| ٠,٦٧١                          | ٠,٧٧٦                 | Providing scientific materials and case studies in the field of administrative development                                                                   |
| ٠,٤٦٣                          | ٠,٨١٢                 | Providing a body specialized in providing advice on some essential issues, which helps in developing performance                                             |
| ٠,٦٦٧                          | ٠,٧٧٧                 | Existence of participation between senior management and workers in the change process                                                                       |
| ٠,٤٢٩                          | ٠,٨١٦                 | Establish objective performance rates for the distribution of work                                                                                           |
|                                | ٠,٨٢٠                 | <b>axis as a whole</b>                                                                                                                                       |

The researcher noticed from the table that the Cronbach's alpha values within the table are smaller than the Cronbach's alpha value for the axis, and .this means that all statements within the axis are consistent with each other and , , , \ Correlation coefficients are also a significant function at the level of this means the relationship between the degree of the phrase and the total .score, and this means the validity of the scale statements for this axis

**The fourth axis:** the challenges facing the development process

**Table No (١٢)**

**Coefficients of consistency and validity for the focus of the challenges facing the development process**

| <b>correlation coefficient</b> | <b>Alpha Cronbach</b> | <b>Phrases of the focus of the challenges facing the development process</b>                                                                                        |
|--------------------------------|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ٠,٣٣١                          | ٠,٦٩١                 | The length of the procedures followed within the work                                                                                                               |
| ٠,٥٣٩                          | ٠,٦٣٧                 | The complexity of the procedures used within the work                                                                                                               |
| ٠,٤٦١                          | ٠,٦٥٠                 | Unsuitable place and working conditions for workers                                                                                                                 |
| ٠,٤٣٤                          | ٠,٦٦٧                 | There are some problems related to the rigidity of systems and regulations                                                                                          |
| ٠,٤٤٩                          | ٠,٦٥٤                 | The lack of specialized human cadres in terms of number and quality                                                                                                 |
| ٠,٤٤٤                          | ٠,٦٥٩                 | Non-cooperation of departments and divisions with the Development Department in providing it with information that helps it solve organizational problems within it |
|                                | ٠,٧٠٠                 | <b>axis as a whole</b>                                                                                                                                              |

The researcher noticed from the table that the Cronbach's alpha values within the table are smaller than the Cronbach's alpha value for the axis, and this means that all statements within the axis are consistent with each other and , ٠,٠١ Correlation coefficients are also a significant function at the level of this means the relationship between the degree of the phrase and the total score, and this means the validity of the scale statements for this axis

**The fifth axis:** the activities provided by the Administrative Development Department in the field of improving job performance in cooperation with the . departments and sections within the school

**Table No (١٣)**

**Coefficients of consistency and honesty for the axis of the activities provided by the Administrative Development Department in the field of improving job performance in cooperation with departments and . sections within the school**

| <b>correlation coefficient</b> | <b>Alpha Cronbach</b> | <b>Phrases are the focus of the activities provided by the Administrative Development Department in the field of improving job performance in cooperation with . departments and sections within the school</b> |
|--------------------------------|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ٠,٣٩٣                          | ٠,٦٢٧                 | Providing modern training programs that help improve the performance of employees                                                                                                                               |
| ٠,٣١٩                          | ٠,٦٥٧                 | Implementation of training programs in cooperation with departments and sections within the school                                                                                                              |
| ٠,٤٦٠                          | ٠,٥٩٥                 | Facilitate administrative work procedures in the school , and prepare and update the procedures manual                                                                                                          |
| ٠,٤٨٧                          | ٠,٥٨١                 | Follow-up care of equipment, devices and office tools used in the school and prepare studies to .rationalize their use                                                                                          |
| ٠,٤٤٢                          | ٠,٦٠٣                 | Encouraging employees to conduct scientific research to reach new concepts for the .development of administrative work                                                                                          |
|                                | ٠,٦٦٦                 | <b>axis as a whole</b>                                                                                                                                                                                          |

The researcher noticed from the table that the Cronbach's alpha values within the table are smaller than the Cronbach's kva value for the axis, and .this means that all statements within the axis are consistent with each other and , , , \ Correlation coefficients are also a significant function at the level of this means the relationship between the degree of the phrase and the total ,score, and this means the validity of the scale expressions for this axis for its inconsistency with the has been deleted ( \ ) .knowing that phrase No .rest of the axis phrases

### **Third: descriptive statistics for phrases in the form of (modified) Likert . scale**

:In this country were studied

- The distribution of the sample according to the categories of opinions that were chosen, and thus obtaining the number of recurrences in .each category and the percentage of these recurrences
- Calculate the weighted average of these opinions and calculate their standard deviation.
- Determine the prevailing opinion of the sample, which is the category in which the weighted average falls
- Order the importance of phrases

The researcher calculated the weighted average of the study sample's answers to the questions received - in each axis in a form similar to the binary Likert scale , and the weighted average was used if the variable takes values that differ in terms of importance, so this importance must be taken .into account by giving each answer the appropriate weight for its importance Give the following weights to the categories of the binary Likert scale

**Table No. (14)**  
**weight categories**

| <b>the weight</b> | <b>categories</b> |
|-------------------|-------------------|
| ١                 | I do not agree    |
| ٢                 | I agree           |

In order to know the category to which the sample answers belong, only the value of the weighted average of the sample answers. The degree of contribution or the prevailing opinion of the sample is as follows

**Table No. (15)**  
**The prevailing view of the weighted average**

| <b>prevailing opinion</b> | <b>weighted average value</b> |
|---------------------------|-------------------------------|
| I do not agree            | From 1.00 to less than ١,٥٠   |
| I agree                   | From 1.50 to 2.00             |

In order to study the importance of the different axes, the answers were classified in the following tables, and the degree of their importance was calculated and arranged according to this importance

?What is the degree of practice of the study sample of the axes

**The first axis:** the development department plays the role it seeks to achieve  
 . in cooperation with all departments or departments within the school

The degree to which the study sample practiced the phrases of the axis of  
 the development administration the role it seeks to achieve in cooperation  
 with all departments or departments within the school

**Table No. (16)**

**The frequency distribution, the weighted average, the standard  
 deviation, and the prevailing opinion of the axis statements that the  
 development department plays the role that it seeks to achieve in  
 cooperation with all departments or departments within the school**

| order of<br>importance | prevailing<br>opinion | standard<br>deviation | average | I agree |            | I do not agree |            | ferries                                                                             |
|------------------------|-----------------------|-----------------------|---------|---------|------------|----------------|------------|-------------------------------------------------------------------------------------|
|                        |                       |                       |         | %       | Repetition | %              | Repetition |                                                                                     |
| ٢                      | I agree               | ٠,٤٧                  | ١,٦٧    | ٦٧,٢    | ٤٠         | ٣٢,٨           | ٢٠         | Updating and<br>developing meth<br>and ways of work<br>within the school            |
| ٥                      | I agree               | ٠,٥٠                  | ١,٥٢    | ٥٢,٣    | ٣١         | ٤٧,٧           | ٢٩         | Developing<br>organizational<br>structures in light<br>the size and natu<br>of work |
| ٣                      | I agree               | ٠,٤٧                  | ١,٦٦    | ٦٦,٠    | ٤٠         | ٣٤,٠           | ٢٠         | Determine the<br>functional needs<br>workers                                        |
| ٣                      | I agree               | ٠,٤٨                  | ١,٦٦    | ٦٥,٦    | ٣٩         | ٣٤,٤           | ٢١         | Existence of a<br>continuous<br>evaluation proces<br>that helps in                  |

|   |         |      |      |      |     |      |     |                                                                                                                                                  |
|---|---------|------|------|------|-----|------|-----|--------------------------------------------------------------------------------------------------------------------------------------------------|
|   |         |      |      |      |     |      |     | determining and distributing work ,accurately preventing duplication and determining responsibility                                              |
| ١ | I agree | ٠,٤٤ | ١,٧٥ | ٧٤,٧ | ٤٥  | ٢٥,٣ | ١٥  | Informing the employees of the achievements compared to the objectives of the administration, w helps them to kno their strengths and weaknesses |
|   | I agree | ٠,٤٨ | ١,٦٥ | ٠,٦٥ | ١٩٦ | ٠,٣٥ | ١٠٥ | <b>The total for all statements</b>                                                                                                              |

The prevailing opinion of the phrases of this axis and of the axis as a whole falls into the category of " **I agree** ". This means that the administrative and technical staff at King Abdulaziz University agree that the Development Department plays the role that it seeks to achieve in cooperation with all .departments or departments within the school

**The second axis:** the extent of the impact of development on the performance of employees in each department

The degree to which the study sample practiced the expressions of the axis of the impact of development on the performance of employees in each department.

Table No (١٧)

Frequency distribution, weighted average, standard deviation, and prevailing opinion of the axis expressions of the extent of the impact of development on the performance of employees in each department

| order of importance | prevailing opinion | standard deviation | average | I agree |            | I do not agree |            | ferries                                                                                       |
|---------------------|--------------------|--------------------|---------|---------|------------|----------------|------------|-----------------------------------------------------------------------------------------------|
|                     |                    |                    |         | %       | Repetition | %              | Repetition |                                                                                               |
| ٢                   | I agree            | ٠,٤٥               | ١,٧١    | ٧١,٤    | ٤٣         | ٢٨,٦           | ١٧         | Developing scientific thinking and the spirit of innovation and renewal                       |
| ١                   | I agree            | ٠,٣١               | ١,٨٩    | ٨٩,٢    | ٥٤         | ١٠,٨           | ٧          | Developing the capabilities of workers by providing training programs suitable to their needs |
| ٣                   | I agree            | ٠,٤٦               | ١,٦٩    | ٦٨,٩    | ٤١         | ٣١,١           | ١٩         | Creating good human relations within the work ,environment which improves performance         |

|  |         |      |      |      |     |      |    |                                                  |
|--|---------|------|------|------|-----|------|----|--------------------------------------------------|
|  | I agree | ١,٤٢ | ١,٧٦ | ١,٧٦ | ١٣٨ | ١,٢٤ | ٤٢ | <b>The total for<br/>all axis<br/>statements</b> |
|--|---------|------|------|------|-----|------|----|--------------------------------------------------|

The prevailing opinion of the phrases of this axis and of the axis as a whole falls into the category of "I agree". This means that the administrative and technical staff at the RAND International Schools complex agree on the extent of the impact of development on the performance of workers in each .department

**The third axis :** the role of senior management in each entity in implementing development processes in cooperation with the Administrative Development Department

The degree to which the study sample practiced the phrases of the axis of the role of senior management in each entity in implementing development processes in cooperation with the Administrative Development Department

**Table No (١٨)**

**Frequency distribution, weighted average, standard deviation, and prevailing opinion for the phrases of the axis “the role of senior management in each entity in implementing development processes in cooperation with the Administrative Development Department**

| order of importance | prevailing opinion | standard deviation | average | I agree |            | I do not agree |            | ferries                                                                                      |
|---------------------|--------------------|--------------------|---------|---------|------------|----------------|------------|----------------------------------------------------------------------------------------------|
|                     |                    |                    |         | %       | Repetition | %              | Repetition |                                                                                              |
| ٥                   | I agree            | ١,٥٠               | ١,٥٥    | ٥٥,٢    | ٣٣         | ٤٤,٨           | ٢٧         | Existence of flexible job policies based on competencies in the selection of human resources |
| ٢                   | I agree            | ١,٤٣               | ١,٧٦    | ٧٥,٩    | ٤٦         | ٢٤,١           | ١٤         | Existence of flexible employment policies based on appropriate qualifications in the         |

|   |                   |      |      |      |    |      |    |                                                                                                                                     |
|---|-------------------|------|------|------|----|------|----|-------------------------------------------------------------------------------------------------------------------------------------|
|   |                   |      |      |      |    |      |    | selection of<br>human<br>.resources                                                                                                 |
| ٤ | I agree           | ١,٥٠ | ١,٥٦ | ٥٦,٠ | ٣٤ | ٤٤,٠ | ٢٧ | The<br>existence<br>system ba<br>on unifying<br>the<br>foundation<br>upon which<br>promotion<br>and wage<br>increases<br>based      |
| ٦ | I do not<br>agree | ١,٥٠ | ١,٤٦ | ٤٦,٥ | ٢٨ | ٥٣,٥ | ٣٢ | Providing<br>scientific<br>materials<br>case studi<br>in the field<br>administrat<br>developm                                       |
| ٣ | I agree           | ١,٤٥ | ١,٧٣ | ٧٢,٦ | ٤٤ | ٢٧,٤ | ١٦ | Providing<br>body<br>specialize<br>providing<br>advice on<br>some<br>essential<br>issues, wh<br>helps in<br>developing<br>performan |

|   |                |      |      |      |     |      |     |                                                                                                        |
|---|----------------|------|------|------|-----|------|-----|--------------------------------------------------------------------------------------------------------|
| ٧ | I do not agree | ٠,٥٠ | ١,٤٢ | ٤٢,٣ | ٢٥  | ٥٧,٧ | ٣٥  | Existence of participative management between senior management and workers in the development process |
| ٨ | I agree        | ٠,٣٨ | ١,٨٢ | ٨٢,٢ | ٥٠  | ١٧,٨ | ١١  | Establishing objective performance standards for the distribution of work                              |
|   | I agree        | ٠,٤٩ | ١,٦٢ | ٠,٦٢ | ٢٦٠ | ٠,٣٨ | ١٦٢ | <b>The total of all axis statements</b>                                                                |

A prevailing opinion of most phrases This hub, and the hub as a whole, falls into the "I agree" category. This means that female administrative and technical staff At the Rand International Schools complex, they agree on the role of senior management in each entity in implementing development processes in cooperation with the Administrative Development Department

**The fourth axis :** the challenges facing the development process

The degree to which the study sample practiced the phrases of the focus of the challenges facing the development process

(١٩) .Table No

Frequency distribution, weighted average, standard deviation, and prevailing opinion of the phrases of the focus of the challenges facing the development process

| order of importance | prevailing opinion | standard deviation | average | I agree |            | I do not agree |            | ferries                                                               |
|---------------------|--------------------|--------------------|---------|---------|------------|----------------|------------|-----------------------------------------------------------------------|
|                     |                    |                    |         | %       | Repetition | %              | Repetition |                                                                       |
| ٣                   | I agree            | ٠,٤٢               | ١,٧٨    | ٧٧,٦    | ٤٧         | ٢٢,٤           | ١٣         | The length of the procedure followed within the work                  |
| ٢                   | I agree            | ٠,٣٣               | ١,٨٨    | ٨٨,٠    | ٥٣         | ١٢,٠           | ٧          | The complexity of the procedure used within the work                  |
| ٥                   | I agree            | ٠,٤٦               | ١,٧٠    | ٧٠,١    | ٤٢         | ٢٩,٩           | ١٨         | Unsuitable place and working conditions for workers                   |
| ١                   | I agree            | ٠,٢٩               | ١,٩٠    | ٩٠,٥    | ٥٥         | ٩,٥            | ٦          | There are some problems related to rigidity of systems and regulation |

|   |         |      |      |      |     |      |    |                                                                                                                                                              |
|---|---------|------|------|------|-----|------|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ξ | I agree | ٠,٤٥ | ١,٧٢ | ٧١,٨ | ٤٣  | ٢٨,٢ | ١٧ | The lack of specialized human cadres in terms of number and quality                                                                                          |
| ٦ | I agree | ٠,٥٠ | ١,٥٢ | ٥١,٩ | ٣١  | ٤٨,١ | ٢٩ | Non-cooperation of department and divisions with the Development Department in providing with information that helps solve organizational problems within it |
|   | I agree | ٠,٤٣ | ١,٧٥ | ٠,٧٥ | ٢٧١ | ٠,٢٥ | ٩١ | <b>The total of all axis statements</b>                                                                                                                      |

The prevailing opinion of the phrases of this axis and of the axis as a whole falls in the category of "I agree". This means that the administrative and technical staff at the RAND International Schools agree on the challenges facing the development process

**The fifth axis :** the activities provided by the Administrative Development Department in the field of improving job performance in cooperation with the . departments and sections within the school

The degree to which the study sample practiced the expressions of the axis of activities provided by the Administrative Development Department in the field of improving job performance in cooperation with departments and . sections within the school

(٢٠) .Table No

**Frequency distribution, weighted average, standard deviation, and prevailing opinion of the phrases of the axis of activities provided by the Administrative Development Department in the field of improving functional performance in cooperation with departments and divisions within the school**

| order of importance | prevailing opinion | standard deviation | average | I agree |            | I do not agree |            | ferries                                                                      |
|---------------------|--------------------|--------------------|---------|---------|------------|----------------|------------|------------------------------------------------------------------------------|
|                     |                    |                    |         | %       | Repetition | %              | Repetition |                                                                              |
| ١                   | I agree            | ٠,٣٧               | ١,٨٤    | ٨٣,٨    | ٥١         | ١٦,٢           | ١٠         | Providing modern training programs help improve the performance of employees |
| ٢                   | I agree            | ٠,٤٢               | ١,٧٨    | ٧٨,٠    | ٤٧         | ٢٢,٠           | ١٣         | Implementation of training programs in cooperation                           |

|   |                   |      |      |      |    |      |    |                                                                                                                                           |
|---|-------------------|------|------|------|----|------|----|-------------------------------------------------------------------------------------------------------------------------------------------|
|   |                   |      |      |      |    |      |    | with all<br>department                                                                                                                    |
| ٣ | I agree           | ٠,٤٣ | ١,٧٦ | ٧٦,٣ | ٤٦ | ٢٣,٧ | ١٤ | Facilitate<br>administrative<br>work<br>procedures<br>, the school<br>and prepare<br>and update<br>procedures<br>manual                   |
| ٥ | I do not<br>agree | ٠,٤٩ | ١,٣٩ | ٣٨,٦ | ٢٣ | ٦١,٤ | ٣٧ | Follow-up<br>,of equipment<br>devices and<br>office tools<br>used in the<br>school and<br>prepare<br>studies to<br>rationalize<br>use     |
| ٤ | I agree           | ٠,٤٥ | ١,٧٣ | ٧٢,٦ | ٤٤ | ٢٧,٤ | ١٧ | Encourage<br>employee<br>conduct<br>scientific<br>research to<br>reach new<br>concepts to<br>the<br>development<br>administrative<br>work |

|  |         |      |      |      |     |      |    |                                            |
|--|---------|------|------|------|-----|------|----|--------------------------------------------|
|  | I agree | ٠,٤٦ | ١,٧٠ | ٠,٧٠ | ٢١١ | ٠,٣٠ | ٩١ | <b>The total<br/>all axis<br/>statemen</b> |
|--|---------|------|------|------|-----|------|----|--------------------------------------------|

The prevailing opinion is that most of the phrases of this axis and of the axis as a whole fall into the “I agree” category, and this means that the administrative and technical staff of the Rand International Schools complex They approve the activities provided by the senior management in the field of improving job performance in cooperation with the departments and sections . within the school

In the next chapter, the researcher deals with her findings and .recommendations

## **Chapter IX**

### **Conclusion of the study**

## Results

**By analyzing the answers to the questionnaires, the following results : can be reached**

**First** : The study community agreed that the administration should play the role that it seeks to achieve in cooperation with all departments and .departments within the school

**Second** : The study concluded that development has a significant impact on . the performance of employees in each department

**Third** : The study found that the senior management in each entity applied the .development processes in cooperation with each other

**Fourth** : The results of the study showed that there are some challenges . facing the development process

**Fifth** : The study showed the need To establish the Administrative Development Department to supervise and organize many of the activities carried out by the school in the field of improving job performance in . cooperation with departments and sections within the school

**Sixth** : The study concluded that sufficient scientific materials and case studies were not provided in the field of administrative development for . employees

**Seventh** : The study found that there is insufficient participation between . senior management and workers in the change process

**Eighth** : The information showed a lack of follow-up and care of equipment devices, and stationery used in the school , and a lack of preparation of . studies to rationalize their use

## Recommendations

**Based on the results reached, the researcher recommends the following :**

The need to establish an administrative development department for -\ the Rand International Schools complex in accordance with the :following strategic and operational objectives

**The proposed executive objectives of the Administrative Development :Department**

- 1 - .Department of e-learning and training in the school
- 2 - Providing plans and developing training programs in cooperation with the concerned scientific departments in order to achieve the objectives of the administration.
- 3 - Providing continuous support to school employees to benefit from e-learning and training services
- 4 - Studying and determining the training needs of the school's employees in cooperation and coordination with the school's departments.
- 5 - Proposing the necessary plans and programs for training the school's employees in the light of the rules, regulations and the actual training needs of the school.
- 6 - Implementation of training programs in cooperation with those nominated by the school and the Ministry of Education or the international accreditations obtained to participate with faculty members, administrators and technicians as trainers.
- 7 - Follow up the trainees during training and prepare periodic reports on the progress of their training, then read the results and communicate them to the school departments.
- 8 - Coordinating with all bodies concerned with training inside and outside ( \ ) .the school

### **The strategic objectives of the Administrative Development Department**

- 1 - Local and regional recognition of the International Driving License for  
. Administrative Functions program
- 2 - Preparing and developing the administrative and technical cadres in  
.the school
- 3 - Sponsoring new creative experiences in the areas of development and  
administrative development in the various departments of the school  
( ) .and publishing and disseminating them at the university level
- 4 - The Administrative Development Department must provide scientific  
materials and case studies related to administrative development in  
the school library to facilitate the female employees' referral to them at  
the time of need, which helps in developing the capabilities and skills  
.of the workers and improving their work performance

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- 5 - Senior management in each entity must be made aware of the  
importance of employee participation when they want to make a  
change, which helps gain their trust and support.
- 6 - The Administrative Development Department must cooperate with  
higher administrations in re-examining work procedures and  
.overcoming complexities in order to facilitate administrative work
- 7 - The researcher advises to educate the bosses about the importance of  
appropriate place and working conditions for the workers, which helps  
.in improving their job performance
- 8 - The Administrative Development Department must try to eliminate  
problems related to the rigidity of systems and regulations by  
requesting periodic reports from the heads of the concerned  
departments to find out their opinions on them.
- 9 - The researcher draws attention to the importance of the administrative  
development department's cooperation with higher administrations in  
order to know the extent of the need to provide specialized human  
cadres in terms of number and quality.
- 10 - Senior management in each entity must be made aware of the  
importance of cooperation with the Administrative Development

Department in providing it with information that can be used in the administrative development process, which will help it solve problems that it may encounter. The senior management in each entity must also be made aware of the importance of following up on taking care of office equipment, devices and tools, and rationalizing their use

- 1 1 - It is preferred that there be continuous follow-up by the Administrative Development Department of the performance of employees, in order to help them overcome the obstacles that they may face.

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- Guide for employees of Rand International School (1443-1444 AH )

## Supplements

.The questionnaire with the attached letter

## **Appendix No. (1)**

**Dear admenstrative**

Peace, mercy and blessings of God be upon you

The researcher places between Have a copy of a questionnaire to study a topic:

**The role of the Administrative Development Department in improving job performance**

**An applied study on female employees at the Rand International)  
(Schools in Dammam**

the importance of your opinions that will be built upon This study, given the importance This research and the useful information that is expected to be obtained from your happiness, so the researcher pleases you kindly to allocate part of your time to fill this questionnaire , and that this information will be Hire her For research purposes only, and accept my sincere regards . And appreciation

**Researcher**

**Zahra Alfilfil**

**Part one:**

١] :Section

- Rand International School
- Rand International Kindergarten
- Rand Private School

٢] Age: -

- From 20 to less than 25
- From 25 to less than 30
- From 30 to less than 35
- From 35 and over t

٣] Academic qualification: -

- secondary
- Bachelor's
- Master's
- Ph.D

٤] Number of years of service: -

- From one year to less than 5 years
- From 5 to less than 10 years
- From 10 to less than 15 years old
- From 15 and over

٥] The number of courses attended in the school:

- Didn't take courses
- From 1 to 4 courses
- From 5 to 8 courses
- More than 8 courses

٦] The type of training courses you have joined in the Administrative

Development Department

- administrative
- cultural
- Technical (laboratories)
- computer
- social
- educational
- otherwise

**: Part two**

**First** : The development department plays the role it seeks to achieve in  
: cooperation with all departments within the school , through

| Strongly disagree | I do not agree | I agree | I totally agree |                                                                                                                                      |
|-------------------|----------------|---------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------|
|                   |                |         |                 | Existence of flexible job ١<br>policies based on competency<br>in the selection of human<br>. resources                              |
|                   |                |         |                 | Existence of flexible ٢<br>employment policies based on<br>the appropriate qualification in<br>the selection of human<br>. resources |
|                   |                |         |                 | The existence of a system ٣<br>based on unifying the<br>foundations upon which<br>promotion and wage increases<br>. are based        |
|                   |                |         |                 | Providing scientific materials ٤<br>and case studies in the field of<br>. administrative development                                 |
|                   |                |         |                 | Provide a body specialized in ٥<br>providing advice on some<br>essential issues, which helps in<br>. developing performance          |
|                   |                |         |                 | Existence of participation ٦<br>between senior management<br>and workers in the change<br>. process                                  |
|                   |                |         |                 | Establish objective ٧<br>performance rates for the<br>. distribution of work                                                         |

**Second** : The level of impact of development on the performance of  
: employees in each department, including the following

| Strongly disagree | I do not agree | I agree | I totally agree |                                                                                                                                                                                    |
|-------------------|----------------|---------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                   |                |         |                 | Updating and developing <sup>٨</sup> methods and ways of working<br>. within the school                                                                                            |
|                   |                |         |                 | Developing organizational <sup>٩</sup> structures in light of the size<br>. and nature of work                                                                                     |
|                   |                |         |                 | Determine the functional <sup>١٠</sup> needs of workers                                                                                                                            |
|                   |                |         |                 | The existence of a <sup>١١</sup> continuous evaluation process that helps to identify and<br>, distribute work accurately<br>prevent duplication and<br>. determine responsibility |
|                   |                |         |                 | Informing the employees of <sup>١٢</sup> their achievements compared to the objectives of the<br>administration, which helps<br>them to know their strengths<br>. and weaknesses   |

**Third :** The role of senior management in each entity in implementing development processes in cooperation with all departments , and includes the : following

| Strongly disagree | I do not agree | I agree | I totally agree |                                                                                                    |
|-------------------|----------------|---------|-----------------|----------------------------------------------------------------------------------------------------|
|                   |                |         |                 | Developing scientific ١٣ thinking and the spirit of . innovation and renewal                       |
|                   |                |         |                 | Developing the capabilities ١٤ of workers by providing training programs suitable to their . needs |
|                   |                |         |                 | Creating good human ١٥ relations within the work environment, which improves . performance         |

**Fourth :** Challenges facing the development process, including the following

| Strongly disagree | I do not agree | I agree | I totally agree |                                                                                 |
|-------------------|----------------|---------|-----------------|---------------------------------------------------------------------------------|
|                   |                |         |                 | The length of the ١٦- procedures followed within the . work                     |
|                   |                |         |                 | The complexity of the ١٧ procedures used within the . work                      |
|                   |                |         |                 | Unsuitable place and working ١٨ . conditions for workers                        |
|                   |                |         |                 | There are some problems ١٩ related to the rigidity of systems . and regulations |

|  |  |  |  |                                                                                                                                                                                   |
|--|--|--|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  |  |  | The lack of specialized<br>human cadres in terms of<br>number and quality                                                                                                         |
|  |  |  |  | Non-cooperation of<br>departments and sections with<br>the Development Department in<br>providing it with information that<br>helps it solve organizational<br>problems within it |

**Fifth:** The activities provided by the senior management in the field of improving job performance in cooperation with departments and sections : within the school, including the following

| <b>Strongly disagree</b> | <b>I do not agree</b> | <b>I agree</b> | <b>I totally agree</b> |                                                                                                                          |
|--------------------------|-----------------------|----------------|------------------------|--------------------------------------------------------------------------------------------------------------------------|
|                          |                       |                |                        | The Administrative<br>Development Department<br>provides brochures on the role<br>it plays and the programs it<br>offers |
|                          |                       |                |                        | Providing modern training<br>programs that help improve the<br>performance of employees                                  |
|                          |                       |                |                        | Implementation of training<br>programs in cooperation with all<br>departments of the school                              |
|                          |                       |                |                        | Facilitate administrative work<br>procedures in the school , and<br>prepare and update the<br>procedures manual          |
|                          |                       |                |                        | ,Follow-up care of equipment<br>devices and office tools used in                                                         |

|  |  |  |  |                                                                                                                                                  |
|--|--|--|--|--------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  |  |  | the school and prepare studies<br>. to rationalize their use                                                                                     |
|  |  |  |  | Encouraging employees to <sup>v</sup><br>conduct scientific research to<br>reach new concepts for the<br>development of administrative<br>. work |

### Questionnaire template

<https://www.surveymock.com/ts/DB963W>