

# Evaluation of Administrative performance in Jordanian private Universities

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## Abstract :

This study aimed to identify the Evaluation of Administrative performance in Jordanian private Universities between Subjective and Objective. Society in the study of all the members of the faculty and administrators at the University of Zarqa Private University, The Jerash Private University, and Irbid Private University, and the (783) for the year 2007 - 2008 m. Was chosen was a simple random sample (634) amounted to a percentage (%80.9) of the community about the study. For the purposes of the study was to back to the literature on the area of management development, the objectives of the management development. Building built by the tool by the study, which is composed of the Questionnaire (25) A

paragraph describing the process of assessing administrative performance in Jordanian private universities in terms of the following areas: (personnel management, operations management, financial management) in order to achieve the objectives of the study, the tool was built along the lines of Likert measure of the five. as follows: a very large extent, the degree of large, medium, low degree, so very few, and the digital signs on the following ranking: (5. 4. 3. 2. 1), after data collection and discharge of processed using descriptive statistical methods was the mathematical averages and standard deviations, analysis of variance and multi-bilateral variables (Two - Way ANOVA) : for the verification of the difference between the averages.

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Study showed the faculty members and following results: that administrators at the estimates of a sample study on University of Zarqa Private the assessment of University, The Jerash Private administrative performance in University, and Irbid Private Jordanian private universities University. in terms of personnel management, with an average medium responses (3.19), and that estimates of a sample study on the assessment of administrative performance in Jordanian private universities in terms of administrative processes, with an average medium responses (3.33), and that estimates of a sample study on the assessment of administrative performance in Jordanian private universities in terms of financial management of medium with average responses (3.29). This may be attributed the lack of statistically significant differences attributable to gender, qualifications, experience, and post on the assessment of administrative performance in Jordanian private universities and there is parity in the views of all

In the light of the results of this study, the researcher recommends the following: Need to follow the plan of the university administration to assess the future needs of human resources, and provide the training needs of staff to improve their skills and acquire new skills, The need for the simplification of procedures for the university to act quickly obtains the services of the university student, to study and analyze the sequence of action steps and make the appropriate modifications, and The need to provide a specialized cadre of accountants and finance to develop and improve the accounting system in place in the Jordanian private universities.

### **Theoretical framework for the study:**

Jordanian universities have witnessed a special focus of this study, several attempts to develop and improve the quality of services and simplify procedures, and organization restructuring, management and human resource development, and delegation of powers, all of these attempts came to meet the growing demand for services to the users a high degree of quality, and to maintain business continuity in the development of performance management and give it an institutional dimension in the Jordanian private universities.

There are many definitions made by the researchers to develop the concepts of performance management, the (Al-kerioti) defined as "continuous improvement in management performance through the use of scientific methods of work and

support the administrative capacity, and is clear from this definition that the elements of management is sound in terms of the foundations of staff selection and work systems and performance evaluation. The problem is in making decisions for changes in the organization because of the emergence of new developments had to cope with the Organization, which requires that development is partly in the emerging areas which were not of interest (1). and defined by (Bekhard) that: These efforts include the planned and organized and managed all by senior management in order to increase the effectiveness and vitality of the organization through planned interventions, and calculated using behavioral science knowledge in the procedures and operations of the organization (2).

The (Jmien) has been known to develop performance management

as: "the ability to create rapid change and activation of all available means to bring about that change is not going through a historic development in phases, which is in another state or another system, but a step or jump to the quick steps forward in line with the objective or objectives for which the necessary events of the rapid change (3). If the development of performance management: the ability to develop attitudes and systems of work and methods through the provision of innovative organizational structures and manpower qualified and trained in the light of the changes that occur and make maximum use of the material and human resources available (4).

The concept of overlap with the development of performance management concepts Administrative reform other administrative and management development, modernization and

organizational development is the result of the need to develop the administrative processes, as part of the other, such as staff training and the reform of some aspects of administrative corruption. One of the results of the overlap between the concepts difficult to distinguish between them. Administrative reform has become the topics handled in the field of public administration as the weaknesses and shortcomings in the administrative bodies in some countries and poor development policies and the lack of modern techniques cause to advocate for a comprehensive review of the methods, procedures and administrative practices and the reform of the old organizational structures, and therefore the administrative reform aimed at address the imbalances and shortcomings in the administrative machinery and to work to bring about radical and fundamental

changes in order to raise the efficiency and effectiveness of the administrative body to be able to achieve the goals it set (5). The Management Development means the continuation of efforts for the development of the administrative machinery of the state to raise its efficiency and effectiveness, through the development of organizational structures appropriate to the needs of development and simplification of procedures and work to improve the working environment, which affect and are affected by the administrative body in order to reach positive results in achieving the desired objectives of the plans development of high quality and less expensive (6).

Continuing to follow the traditional method is keen to achieve the goals, regardless of the quality of achievement is no longer feasible and organizations must focus on quality and quality of goals achieved (7). As well as an awareness

of the needs of public institutions to conduct continuous improvement to provide better services and this can be achieved only through continuous evaluation. That the most important obstacles facing the development of performance evaluation of the administrative institutions is inadequate preparation, preparation and planning for the programmer, and resistance to change by workers, especially at the lower levels of non-participation of development decisions, and the weak contribution of administrative leadership in the development and improvement of productivity, or sometimes only to amend the methods and procedures that affect the middle and lower management refers to the fear of losing their privileges and work. To this point must be found responsible for the reform and development of administrative and political powers have enough to be in an administrative position to

achieve the objectives of leadership wanted to development. It is the assessment of experts in accordance with international standards in place, so that the results reflect the reality that touched everyone, and be sure of the accuracy of the information contained in the reports are in agreement with the neutral point (8). increase the productivity and efficiency of their employees by identifying it to find their motivation and to provide them with appropriate incentives to satisfy the desires and consequently pay the individual to take the conduct or disposition of the desired (9).

The absence of a desire to develop the performance management can not ensure a high level of performance or productivity, which makes it necessary for the director to understand how to motivate subordinates can extract the best of their energies and talents. The study of evaluation of management performance and important way of finding out how they are to achieve the needs of workers, if the motive element in the composition of individual persons, is an external incentive to address the motivation and orientation towards the owner certain conduct, if the

That there is a series of steps to help the Director of the interaction with the employees towards better performance, and motivation to work associated with their personal interests and goals with the interests and goals, and these steps are:

1. Assist workers to expand their career: workers generally have a desire to evolve and improve, but reluctant if it was imposed on them from above, and to show them that the Director of the Organization when they added incentive to complete the work goes beyond the desired goals.

2. The development of standards and clear measurements of the work, compared with the output that characterize the performance, and whether this performance was good or acceptable, taking into account the discussion of this matter with staff and listen to their views, and encourage them to give specifications which they consider realistic measure of performance, and this participation have an impact well among workers in the intake of these measurements and try to develop their performance.
3. Determine the magnitude of the responsibility of employees for work performed, that the lack of specificity is among the most important factors that weaken the motivation among workers, if every one of them knows exactly how to act in all situations that can be matched, it will increase the sense of responsibility and therefore would encourage the for good performance.
4. Assist workers to acquire higher levels of performance: most of the workers strongly wish to have a role in the performance expectations, and in the inputs that will improve performance levels, and thus it becomes necessary to involve staff in the development of perceptions and expectations of the proposals on the performance of the Director may find that when perceptions of workers, and information on higher levels of performance, the Director may be overlooked or not taken into account.
5. Documenting what has been agreed with the employees: the Director that the information recorded on the list of measurements and levels of expectations and performance of workers, a limitation on the time it takes to reach these levels

for certain types of work and documentation, and give copies to employees and review of performance at each factor will be the document basis for discussion and to measure what has been achieved.

6. Determine the mode of action: After determining the measurements and levels of work to be checked by comparison with the Director on the activities of some of the workers, and determining whether the realistic or not, and thus ensure that the employees will judge the sincerity of these expectations.

7. Observation and follow-up: The Director must monitor what has been done, and follow-up to the performance of employees, and provide assistance and guidance to less experienced workers, and the emphasis they are good for workers eligible for trust, for these very useful in the follow-up feedback.

8. Use of clear and in the granting of rewards, especially for those who achieve good results from working more than expected performance, and rewards range between material incentives, incentives the moral status of the privileged, or the issuance of a certificate of appreciation in the management of his outstanding, or to give adequate promotion.

Is the corporate performance of the integrated system is the product of the work of the Organization in light of its interaction with the elements of internal and external environment, which includes the following dimensions: the performance of individuals in organizational units, and the performance of organizational units within the framework of general policies of the organization and functioning of the institution in the context of the economic environment, social and



cultural rights. Institutional performance is the result of each of the individual performance and the performance of organizational units in addition to the effects of social environment, economic and cultural them. The performance of the individual in the organization is measured by a variety of measures through which the performance evaluation in order to ensure that systems of work and means of implementation in each department to provide the greatest possible production at minimal cost and in less time and at an appropriate level of quality (10).

Measured the performance of each department a set of other standards, however, that the standards used in most cases, are measures the effectiveness of the Organization to measure performance to determine how close the organization and effectiveness of the

measures include both economic efficiency and the internal and external political and regulatory environment. Owing to the presence of significant external factors beyond the scope of management of the organization necessarily reflected on the performance was to be paid by the measurement of institutional performance based primarily on individual performance measurement and management in the light of internal and external influences together. The reasons and justifications for the adoption of the concept of measuring performance in Jordanian private universities: the adoption of the concept of corporate performance measurement to achieve many benefits, among them, as follows (11): to avoid the problem of lack of realism in the setting of targets, or lack of effort required to identify targets, making it far from any measurement or objectively evaluate, and build on the objectives and a clear,

measurable, and therefore can give an accurate description of the work required to achieve those goals, and thus contains a description of responsibilities and job commitments, and can take preventive and corrective and motivational timely occasion, do the Department's role in achieving the satisfaction of the beneficiary service and exceeded expectations and improving the quality of services provided, and assistance in the preparation and review of the budget in addition to contributing to the rationalization of expenditures and income growth, and identify units of measure possible to avoid the problems of performance measurement in universities, which are the responsibility of service delivery. It also requires the development and identification of indicators to measure institutional performance depends upon the precision with which a key element in the success of the process of

measurement. It is a process that is not preceded by an easy development of a set the groundwork for the selection of indicators, while the process must be followed by a continuous follow-up and control. Through these performance indicators can be pursued to identify and conduct during the course of implementation in order to avoid and deal with them.

Due the difficulty of measuring the performance of any organization to the difficulties that have to do with the nature of work in the Jordanian private universities. To cite here the most important of these problems and difficulties (12): The nature of services in the university: It is known that the concept of quality of service in the area of services provided by universities, the concept is difficult to define, or simply be measured, and from the inaccuracy of the results of evaluation and measurement, which

depends on the non-quantitative criteria. Because the product of the universities is an intangible product, and there is difficulty in measuring the returns of such programs in the form of finished products, so it is difficult to determine the degree of relationship between the costs of these programs and the proceeds resulting from it. But despite this it is necessary to conduct such a measurement, because of the basic requirements for measuring the effectiveness of programs in the universities. This facilitates assessment of alternative programs aimed at the selection of the proposed program, which is to benefit more than others. Opposed to the multiplicity of goals and priorities: There are usually multiple objectives of the universities at a time when a specific target for each facility. Thus, the multiplicity of objectives in the university adds to the difficulty of measuring the performance.

Despite the importance of measuring the performance of the Jordanian private universities, but there are a lot of problems which impede such a measurement is as follows (13): social and cultural environment, customs and traditions, and personal and career patterns of behavior and the prevailing mindset of most members of society, and the personal nature of the pattern of communication, and the desire in the uniqueness and excellence and focusing on the highly centralized, and bring about radical changes in infrastructure because of personal loyalty and political and social relations, and poor awareness of the value of the work and the importance of causing chaos and indifference, and the administrative bureaucracy that is untreated partial solutions with a focus on the causes of power. That the individual will be motivated to make the effort a high level when it is believed that

the effort will lead to a thorough evaluation of the performance. ie, that the assessment will lead to a reward, such as increased pay, promotion, rewards and that lead to the achievement of personal goals of the worker (14).

Jordan has been marked by an Arab in the establishment of scientific institutions, and saw the universities and colleges half a century ago almost to the foundations of scientific advance in spite of the scarcity of resources and the national burden, and potential modest. On the other hand, Jordan distinguish it from other countries of the world most of the private sector to allow the establishment of faculties of civil society-owned and operated by private companies and aims to make a profit, where was established the first community colleges in particular in 1967, then continued the pace of the establishment of private colleges to (22) College in

1990. 1990 is a significant milestone for the development of the plants of university education in Jordan, since it granted the first license for the establishment of universities (University of Oman civil), which began its work in the academic year 90/91, and went after the founding of private universities, bringing the total number (12) university with about (31000) students for the year 96/97.

This interest comes from the premise that the University is one of the unique social systems in society, it is an academic institution, education and educational at the same time, and thus make them distinctive characteristics of a special character in its aims and activities of the components and then making in relation to the environment of a dynamic and complex nature and beyond its role in the environment to the level of leadership among the other institutions (15). Based on

the foregoing, we find that the objectives of the University has evolved over a long historical stages began with the specific aim of preserving the heritage of knowledge and development, dissemination and expanded to include other objectives, namely(16):

1. Learning objectives: The development and preparation of specialized skills and knowledge and intellectual skill to contribute to the development.
2. The objectives of the Academy of: these objectives relating to the dissemination of scientific research and contribute to the advancement of human knowledge in the service of their rights.
3. Societal goals: the provision of related services, consulting and technical and scientific community to address the problems of society and the development of the environment surrounding the university.

This has been one of the most important reasons behind the establishment of the Jordanian private universities, as follows (17): increase the number of graduates of secondary education. It doubled that number, which consistently led to increased social pressure to establish private universities, and the inability of public universities to absorb large numbers of graduates of general secondary, and higher rates of acceptance of the minimum public universities, and to reduce the enrollment of foreign students in universities in order to provide hard currency, which was paid to those universities.

Because no society can not advance without the presence of an active role of universities in promoting a culture of scientific research and to programs aimed at the postgraduate study of the most important problems of the community organized a scientific manner, and this

rate has increased demand of students to such programs at universities and private Jordanian official.

This was not only the role of higher education in Jordan only to provide services, education and scientific research of the Jordanian students only. But Jordanian universities have developed programs in order to be able to attract students from other countries and adopted in the provision of educational and research programs, outstanding non-existent in neighboring countries which has increased the demand on the arrivals of those programs. The increasing numbers of admissions to universities requires States to establish a number of other universities or the private sector to encourage the establishment of universities in order to keep pace with capacity increase in the number of successful high school. The increase in the number of admissions to universities of Jordan requires an increase

in the number of faculty members over the form in which the effectiveness of the educational process at universities of Jordan, and take advantage of the expertise of faculty members.

In short, if the faculty member is the first wing of the wings of the educational process and that the administrators are working with the second wing. It is necessary to evaluate the administrative performance in Jordanian private universities from the viewpoint of faculty members and administrators are far from objective and subjective; in order to upgrade the Jordanian private universities to the high level of efficiency and graduate then get in line with qualifications and experience required by the labor market.

### **Study the problem and questions:**

View of the world is witnessing a series of

changes were reflected on all aspects of life in the various States, and as a result suffers from the Jordanian private universities of the gap between the objectives of development and what has already been achieved, this study was to determine the performance appraisal management in Jordanian private universities, so the study attempts to answer the questions, the following:

1. What degree of performance appraisal management in Jordanian private universities in terms of dimensions (personnel management, operations management, financial management)?
2. Are there any differences at the level of statistical significance ( $0,05 \geq \alpha$ ) in the evaluation of differences at the level of function administrative performance in Jordanian private universities due to the variables of gender, qualifications, experience, and career ?

### **The relevance of the study:**

Study highlights the importance of being on the subject of performance appraisal management in a time of increasing attention to the effectiveness and efficiency of universities in performing their functions and achieve the goals established for it, especially in light of technical development and the limited resources and increasing competition that has become motivated on the proper use of university resources and opportunities available and existing capacities, and this does not happen without an effective system to evaluate the performance of the Jordanian private universities, the fact that the process of measuring and assessing the performance of the Jordanian private universities are essential and necessary as a technique for measuring the efficiency and effectiveness of these universities, which led to the pursuit of the Jordanian

private universities to keep pace with rapid developments and changes, in various ways through a shift in how they are managed in order to achieve the development and delivery of services in the best picture, in order to face the many challenges and create the appropriate environment for change and excellence.

### **Objectives of the study:**

Study aims to achieve the following objectives: to identify the level of administrative development in the Jordanian private universities, and to identify the views of respondents in a sample study on the level of administrative development in the Jordanian private universities, and an examination of the relationship between the independent variables (personnel management, operations management, financial management) and dependent variable (performance management),

and whether the variables of gender, qualifications, experience, and function to assess the impact of administrative performance in Jordanian private universities.

### **Procedural definitions:**

\* **Subject (Evaluation):** the way of techniques aimed at measuring the efficiency and effectiveness of the Jordanian private universities to keep pace with the rapid and successive developments in various ways through a shift in how they are managed in order to achieve development in services and produce the best. This will require the relevant planning, and the introduction of new programs, and the involvement of stakeholders in the planning and implementation process and the presence of the focal point for reform and development of administrative and political powers have enough to be in an administrative position to



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achieve the objectives of development. It is the assessment of experts in accordance with international standards in place, so that the results reflect the reality that touched everyone, and be sure of the accuracy of the information contained in the reports are in agreement with the neutral point.

**\*Performance**

**management:** is intended to continuous improvement in raising the level of services provided by the Jordanian private universities for students and the community a high degree of quality and scale of achievement resulting from the operations and services, which allows the comparison and evaluation in relation to the objectives, standards and previous results and comparison of other universities.

**\* Jordanian private universities:** the private companies belonging to the private sector by the

establishment of universities-for-profit and academic achievement of the objectives of education and educational at the same time, and thus make them distinctive characteristics of a special character in its aims and activities of the components to make their relationship with the environment dynamic and complex nature to live up to its standing in the community, the level of leadership among other institutions.

**Previous studies:**

The studies were presented with a focus on the objectives of each study and its findings and procedures, and the researcher will summarize the general comment on the studies in the end, with the following breakdown:

Al-awamp study (1994) (18). Study aimed to identify the reality of the institutional climate in the central organs of public administration are

represented in the ministries and central departments in Jordan. The study found the most important results was the existence of stability and satisfaction of the average climate, and institutional reasons for this change in climate due to the internal conditions of the bodies, lack of stability of leadership and senior management, nepotism and poor incentives are the most important of the negative aspects of the institutional climate.

Huda al-Hussein study (1994) (19). Study aimed to identify the role of administrative leadership in management development in Jordan in the areas of methods, procedures, participation in the process of administrative development, and the most important results of the study reduced the contribution of administrative leadership in the development of human elements and weak legislation and regulations

on administrative leadership and that this legislation did not provide the means ensure that the control of administrative duties in the administrative development.

Yasser Study (1994) (20). Study aimed to determine the level of achievement and the effectiveness of the administrative units based on the development of the administrative organs of government on the one hand and assesses the efforts and achievements and development units in the administrative body on the other. The main findings of the study, the level of achievement and the effectiveness was low in the aspects of development with the exception of organizational restructuring and development of manpower.

Chlol study (1999) (21): This study aimed to identify the level of job satisfaction with the administrative leadership in universities and the Jordanian government and

the factors affecting the eligibility of their point of view, through the application of a sample of 315 chief administrative work in those universities. The results of the study pointed to the following: the high level of job satisfaction to know leaders in the Jordanian universities on the following factors: the relationship with the workers, the way supervision, the same function and that the level of job satisfaction with the administrative leadership of the medium was the following factors: security and career stability, growth and career advancement, salaries and other material incentives. The study recommended that work to improve the material conditions of administrative leadership in public universities by increasing pay and commensurate with the prevailing standard of living.

Abu Sukkar, study (2000) (22): This study was conducted on a sample of

421 staff from the administrative staff of universities and private Jordanian government in order to identify the level of satisfaction with the incentives for work, a comparison between the level of satisfaction of each of them to reach any of the sectors providing incentives to workers over the work of administrative, and the study found that the level of satisfaction with the work incentives for the workers Jordanian universities (government - private) good that this level almost equal to those working in public universities and private view of the similar nature of work incentives for the workers in both types of universities.

Study of Saud (2001)(23): This study was conducted on a sample of 105 faculty members who work at universities, Jordanian civil selected stratified random manner in order to identify the levels of job satisfaction among faculty members of private universities in Jordan and its

relationship to some variables such as: gender, and the situation social, age, academic level, and the number of years of experience at the university and, finally, the type of college. The study found many of the most important results that the degree of job satisfaction to the members of the teaching medium in the areas of relationships with colleagues and academic administration, working conditions, while a few in the area of incentives, promotion and salary, the study also indicated the existence of the moral influence of gender and type of two variable overall levels of job satisfaction .

Alepshaerp study (2003) (24): This study aimed to know the impact of organizational climate on job satisfaction with the administrative staff at the University of Al al-Bayt University, Jerash, and civil, through the application on a sample of staff strength of 314 employees, including 226 staff from the

University of Al al-Bayt, and 88 staff University Jarash eligibility. The results of the study indicated that the degree of job satisfaction with the administrative staff at the University of Al al-Bayt University, Jerash, and the medium-capacity on all areas of job satisfaction and organizational climate has a positive impact in increasing the effective degree of job satisfaction among workers in these two universities.

Study Nuseirat and al-Khatib (2005) (25). Study aimed to identify the reality of strategic planning in the pharmaceutical companies to contribute to the Jordanian public, in terms of the clarity of the concept and the degree of practice and sources of information and the parties involved in the process of strategic planning, and environmental factors which are taken into account when undertaking the planning process strategic study also addressed the relationship between the reality of strategic planning and

institutional performance. The main results indicate that the strategic planning process to go through senior management, which only reflects the high degree of centralization in decision-making and planning processes within these institutions.

What distinguishes the current study, previous studies of it deals with the performance appraisal management in Jordanian private universities are based on objective scales away from self. Researcher has benefited from previous studies of access to research and determine the study sample, the selection of search tools, and methods of statistical treatment, the

most important results to compare the results of the current study, which will help to clarify and interpret.

**Community study and appointed:**

Society in the study of all the members of the faculty and administrators at the University of Zarqa Private University, The Jerash Private University, and Irbid Private University, and the (783) for the year 2007 - 2008. Was chosen was a simple random sample (634) amounted to a percentage (%80.9) of the community about the study, and table (1) shows the distribution of the study sample.

Table (1): Distribution of a sample study by the University and gender

University	Gender	The members of the faculty		Administrators		Total
		male	female	male	female	
The Irbid Private University		67	48	94	35	244
The Zarqa Private University		33	42	68	53	196
The Jerash Private University		68	47	34	45	194
Total		168	137	196	133	634

### **Study tool:**

I have been back to the literature on the area of management development, the objectives of the management development. Building built by the tool by the study, which is composed of the Questionnaire (25) A paragraph describing the process of assessing administrative performance in Jordanian private universities in terms of the following areas: (personnel management, operations management, financial management) in order to achieve the objectives of the study, the tool was built along the lines of Likert measure of the five, as follows: a very large extent, the degree of large, medium, low degree, so very few, and the digital signs on the following ranking: (5, 4, 3, 2, 1).

### **Ratified the tool to the test:**

The researcher introduced the study, a tool built on the

arbitrators of the faculty members in colleges of business and financial management of universities in Jordan, in addition to a number of workers in the field of management of those with doctoral and master's; for the detection of the sincerity of the paragraphs of resolution and their appropriateness to measure developed to measure in the areas of resolution. The researcher asked the arbitrators to rule on each paragraph, in terms of language and clarity of the paragraph, and the affiliation of the paragraph, which are included. And left the area of arbitration in the identification of the amendment, or deletion, or make any other observations. After recovery of the resolutions of the Arbitration Commission, the researcher views unloading made by the arbitrators on each paragraph, and the adoption of each paragraph in which the entire 85% or more of the arbitrators on the relevance, or adjusted, or



re-formulated and has become the tool in the final image. Extraction and stability of the tool by applying the resolution to a group of (30) individuals in a random sample from outside the study, has been the expense of stability

through the creation of internal consistency coefficient (alpha Kronbach) found that (0.90). As shown in table No. (2), this value has been promised sufficient for the purposes of the study.

Table (2): Internal consistency coefficient (alpha Kronbach) for the main study and the whole tool.

No	areas	The area factor of the Agreement
1.	Personnel Management	0.91
2.	Operations Management	0.88
3.	Financial Management	0.92
Whole tool		0.90

**Correct tool:**

Estimates have also been the subjects on the assessment of administrative performance in Jordanian private universities through the following: the upper limit of the alternatives to a study (5) alternatives - the minimum for a study of alternatives (1) = 3-4 levels (high, average, poor) = 1.33 and, therefore, a minimum  $1 + 1.33 = 2.33$ , reducing the average  $2.34 + 1.33 = 3.67$ ,

and maximum = 3.68 and above, and thus become the weights of paragraphs: paragraph arithmetic average between (3.68 to 5.00) implies a high degree of exercise, and the paragraph on average between the computational (2.34 to 3.67) means the degree of exercise moderately, and the paragraph between the arithmetic average (1.00 to 2.33) means the degree of exercise is low.

**Study design:** this study contains the following variables:

**A. Independent variables, namely:**

- Gender has two levels: males and females.
- Qualified scientific, and has three levels: less than a BA, LLB, and graduate studies.
- Experience, and has four levels: 5 years and less, and 5-10 years and 11-16 years and 16 years and older.
- Job, and has five levels: a Director, Assistant Director, and Head of Department, and Administrative Officer, one technical.

**B. Dependent variable:**

the study estimates a sample on the assessment of administrative performance in Jordanian private universities.

**Statistical treatment:** To answer the first question: was the use of arithmetic averages and standard

deviations of the estimates and level sample study on the assessment of administrative performance in Jordanian private universities, fields of study (people management, operations management, financial management), and the whole tool. To answer the second question: the use of analysis of variance was unilateral (One Way ANOVA), and testing (Scheffe) for a posteriori comparisons, the statistical test (Levene's Test for Equality of Variances); for the verification of the difference between the averages.

**The results of the study and discussion:**

Results for the first question: What degree of performance appraisal management in Jordanian private universities in terms of dimensions (personnel management, operations management, and financial management)?

The first area: the universities in terms of Department of Personnel, personnel management, for which includes this link to this calculation was (9) paragraphs, each calculated averages and paragraph describing the standard deviations and the study sample estimates on the level of each paragraph of the assessment of the paragraphs and the administrative performance whole area as in Table (3). in Jordanian private

Table (3): averages and deviations, and level on the assessment of administrative performance in Jordanian private universities in terms of personnel management.

T	Personnel Management	The rank	Mean	Std. Deviation
1.	University administration is keen to provide the training needs of staff to improve their skills and acquire new skills.	8	3.02	1.28
2.	The Department of the University grounds and clears the system of promotion.	4	3.21	1.40
3.	Incentives and rewards that are fair and effective manner.	7	3.15	1.38
4.	Department of the University plan to assess the future needs of human resources.	9	2.97	1.26
5.	Official makes direct air of friendship and brotherhood among the workers.	3	3.30	1.34
6.	Is the goal of excellence and innovation in the performance of tasks?	5	3.18	1.30
7.	Retention of staff is qualified through the provision of a positive work environment.	1	3.40	1.12
8.	The Department of the University on the basis of a clear assessment of the performance of staff.	6	3.16	1.18
9.	Outstanding at the university receive the material and moral incentives.	2	3.33	1.20
Whole area		*3	3.19	1.04

Table No. (3) arithmetic averages and standard deviations; grade each paragraph of the area of personnel management and the whole area, and noted that the arithmetic averages of this axis ranged between (2.97-3.40) as they won paragraph (7)"is the retention of staff through the provision of qualified positive work environment "ranked first on average (3.40), and the paragraph (9) /" Distinguished get in the university at the material and moral incentives "in the second arithmetic average (3.33), and the paragraph (5) /" in charge lends direct air of friendship and brotherhood among the workers, "ranked third in my average (3.30). This means that estimates of a sample study on the assessment of administrative performance in Jordanian private universities in terms of personnel management, with an average medium responses (3.19).

That this result reflects the importance of

leadership style in the successful management development in the Jordanian private universities with the principles of flexibility, which is the spirit of the administrative work to adapt to new developments and the trend towards decentralization of modern management for higher performance in less time and effort as possible, and with moderation, but this result he must work to raise the level of managerial leadership more in terms of promoting democratic principles and the trend towards decentralization, and effective laws and legislation to improve the managerial leadership. These results are consistent with the results of each part of the Al-awamlp study (1994), Huda al-Hussein (1994), Yasser (1994) , Chlol (1999), Abu Sukkar (2000), Saud (2001), Alepeshaerp (2003), and Study Nuseirat and al-Khatib (2005).

Find that the importance of the criteria in the selection of staff and workers in the Jordanian private universities would be based on the standards of quality and skill and knowledge, and the creation of physical environments and the moral of the personnel and focus on the material side to avoid many of the negative aspects and behaviors that is done by some staff that the Jordanian universities to upgrade the staff and funds to maintain the waste and must be directly in charge of working on the development of manpower, and develop and refine their talents in the process of personal and public life.

The Department of Personnel is the real control over the lives and hearts as it is often in the administrative work in order to promote the spirit of Royal Highness and a sense of responsibility and

self-motivation and objectives of large and high aspirations. If the cause of the administration work as a result of this action must be taken to apply the principles of management excellence. These results are consistent with the results of each part of the Al-awamp study (1994), Huda al-Hussein (1994), Yasser (1994), Chlol (1999), and Study Nuseirat and al-Khatib (2005).

The second area: administrative processes, to include this area (9) paragraphs, each paragraph describing the study sample estimates on the assessment of administrative performance in Jordanian private universities in terms of administrative processes, for this calculation was calculated averages and standard deviations and the level of each paragraph of the paragraphs and the whole area as in Table (4).

Table (4): averages and deviations on the assessment of administrative performance in Jordanian private universities in terms of administrative processes

T	Operations Management	The rank	Mean	Std. Deviation
10.	Organizational structure in place and properly reflects the objectives and functions of the university.	3	3.35	1.21
11.	Contribute to streamlining the procedures work quickly access the services of the university student.	8	2.92	1.36
12.	The Department of the University to prepare a description and classification of the various functions and to determine the duties and powers of office holders and specifications.	2	3.38	1.38
13.	The Department of the University to study and analyze the sequence of work steps and introduction of appropriate amendments to both the merger and abolition.	7	3.18	1.47
14.	Has been renewal of the working methods. to improve performance.	1	3.93	1.17
15.	Communications Management is the ease and flexibility.	4	3.34	1.24
16.	Legislation was updated in line with the requirements of work.	2	3.38	1.19
17.	University administration, exercised direct control over the details of the performance of the tasks to be working properly.	5	3.25	1.28
18.	The Department of the University to gather information on the needs and expectations of service recipients to be able to provide the best services to them.	6	3.24	1.27
Whole area		*1	3.33	1.05

\* Order of the area for other areas.

Table No. (4) arithmetic averages and standard deviations, grade each paragraph of the administrative processes and the whole area, and noted that the arithmetic averages of the field ranged between (2.92-3.93) as they won paragraph (14) / "has been innovation in working methods to improve performance "The first place the average (3.93), and the paragraph (12)"/"The Department of the University to prepare a description and classification of the various functions and to determine the duties and powers of office holders and specifications, "and paragraph (16) /" legislation was updated in line with the requirements of the work" in the My second average (3.38), and the paragraph (10)"/"the organizational structure in place and properly reflects the objectives and functions of

the university" in the third place my average (3.35). This means that estimates of a sample study on the assessment of administrative performance in Jordanian private universities in terms of administrative processes, with an average medium responses (3.33).

This outcome reflects the importance of the organization and reporting lines to improve the performance of the Jordanian private universities and to ensure that conflicts of duties and work. In addition to strengthening the competitive side, and the strengthening of relations, and raising the degree of satisfaction, and develop the capacity of workers through training programs, and motivation, and self-fulfillment through their involvement in setting targets and decision-making.

It may be the reason for the importance of knowledge-both the personal to the employee or at the level of the learning environment, expertise and skills of the Jordanian private universities and the availability of the training and periodic evaluation of staff, and quick access to information to promote the work and performance, there may be a number of difficulties facing the management development in the Jordanian universities Special: bracing and the preparation and planning, and resistance to change, and may be administrative difficulties, or material to this action must be taken to simplify procedures and provide the best services, quickly and accurately and accessible manner and choose the best conditions and methods for the mobilization of human and physical energies to achieve

the objectives of the comprehensive development the highest levels of efficiency and the lowest possible cost in time and effort and money. These results are consistent with the results of each part of the Yasser Study (1994) , Chlol (1999), Abu Sukkar (2000), Saud (2001), Alepshaerp (2003), and Study Nuseirat and al-Khatib (2005).

The third area: the area of financial management, which includes this area (7) paragraphs, each paragraph describing the study sample estimates on the assessment of administrative performance in Jordanian private universities in terms of financial management, this was calculated and the arithmetic averages and standard deviations for each level of the paragraph and the paragraphs as a whole, is in Table (5).



Table No. (4) arithmetic averages and standard deviations, grade each paragraph of the administrative processes and the whole area, and noted that the arithmetic averages of the field ranged between (2.92-3.93) as they won paragraph (14) / "has been innovation in working methods to improve performance "The first place the average (3.93), and the paragraph (12)"/"The Department of the University to prepare a description and classification of the various functions and to determine the duties and powers of office holders and specifications, "and paragraph (16) /" legislation was updated in line with the requirements of the work" in the My second average (3.38), and the paragraph (10)"/"the organizational structure in place and properly reflects the objectives and functions of

the university" in the third place my average (3.35). This means that estimates of a sample study on the assessment of administrative performance in Jordanian private universities in terms of administrative processes, with an average medium responses (3.33).

This outcome reflects the importance of the organization and reporting lines to improve the performance of the Jordanian private universities and to ensure that conflicts of duties and work. In addition to strengthening the competitive side, and the strengthening of relations, and raising the degree of satisfaction, and develop the capacity of workers through training programs, and motivation, and self-fulfillment through their involvement in setting targets and decision-making.

It may be the reason for the importance of knowledge-both the personal to the employee or at the level of the learning environment, expertise and skills of the Jordanian private universities and the availability of the training and periodic evaluation of staff, and quick access to information to promote the work and performance, there may be a number of difficulties facing the management development in the Jordanian universities Special: bracing and the preparation and planning, and resistance to change, and may be administrative difficulties, or material to this action must be taken to simplify procedures and provide the best services, quickly and accurately and accessible manner and choose the best conditions and methods for the mobilization of human and physical energies to achieve

the objectives of the comprehensive development the highest levels of efficiency and the lowest possible cost in time and effort and money. These results are consistent with the results of each part of the Yasser Study (1994) , Chlol (1999), Abu Sukkar (2000), Saud (2001), Alepshaerp (2003), and Study Nuseirat and al-Khatib (2005).

The third area: the area of financial management, which includes this area (7) paragraphs, each paragraph describing the study sample estimates on the assessment of administrative performance in Jordanian private universities in terms of financial management, this was calculated and the arithmetic averages and standard deviations for each level of the paragraph and the paragraphs as a whole, is in Table (5).

Table (5): averages and deviations, and level on the assessment of administrative performance in Jordanian private universities in terms of financial management

T	Financial Management	The rank	Mean	Std. Deviation
19.	Prepare a budget specialist cadre of accountants and finance.	7	3.15	1.31
20.	Monitor the financial allocations for programs to achieve the objectives of the strategic plan.	3	3.34	1.35
21.	Budget estimates are based on the cost of the programs to be implemented.	1	3.56	1.29
22.	Accounting system designed in accordance with recognized international standards.	6	3.16	1.26
23.	Financial statements are available to assist the university administration to take sound decisions.	5	3.22	1.22
24.	A section for cost accounting to determine the cost of the programs to be implemented.	4	3.24	1.29
25.	Internal Oversight Service provides protection for the assets of the university to prevent tampering and misuse and waste of money.	2	3.36	1.40
Whole area		*2	3.29	1.09

\* Order of the area for other areas.

Table No. (5) arithmetic averages and standard deviations, grade each paragraph of the area of financial management and the whole area, and noted that the arithmetic averages of the field ranged between (3.15-3.56) as they won paragraph (21) / "budget estimates are based on the cost of the programs to be implemented," the first place the average (3.56), and the paragraph (25) / " Internal Oversight Service provides protection for the assets of the university to prevent

tampering and misuse and waste of money "in the second arithmetic average (3.36), and the paragraph (20) /" monitor the financial allocations for programs to achieve the objectives of the Strategic Plan "in the third place my average (3.34). This means that estimates of a sample study on the assessment of administrative performance in Jordanian private universities in terms of financial management of medium with average responses (3.29).

This outcome reflects the importance of planning in the follow-up programs and plans and their implementation and to find mechanisms for the sequence of actions in the light of the scheduling of time, and activating the role of regulatory and financial follow-up and make a qualitative leap for the development of the performance of the Jordanian private universities to provide service to citizens and investors and the promotion

of positive competitiveness among institutions and government departments. The Jordanian private universities demand today more than ever before recognition of the role of management development and knowledge systems; to improve the performance and the preparation necessary for their application, and on the means to achieve this and the formation of a special cadre of human knowledge and to provide it in line with the various programs implemented by the Government, and aims to deepen the knowledge and skills of workers in institutions, concepts and systems, including productive work that suits the nature of globalization. These results are consistent with the results of each part of the Yasser Study (1994), Chlol (1999), Abu Sukkar (2000), Saud (2001).

The result may be the cause of the deployment of the concepts of awareness of performance, innovation and

quality. In addition to working to strengthen the competitiveness of the Jordanian private universities, and strengthening relationships, and raise the degree of satisfaction, and develop the capacity of workers through training programs, and motivation, and self-fulfillment through their involvement in setting targets and decision-making. We must also address the difficulties and problems facing the development and adoption of strategies to address these difficulties bracing and the preparation and planning, and refused to resist change, and overcome administrative difficulties, and material to this action must be taken to simplify procedures and provide the best services, quickly and accurately and accessible manner and choose the best conditions and methods for the mobilization of human and material to achieve the objectives of the comprehensive development the highest levels of

efficiency and less effort, time and money. These results are consistent with the results of each part of the Al-awamp study (1994), Huda al-Hussein (1994), Yasser (1994), Chlol (1999).

Results for the second question: Are there any differences at the level of statistical significance ( $0,05 \geq \alpha$ ) in the evaluation of differences at the level of function administrative performance in Jordanian private universities due to the variables of gender, qualifications, experience, and career ?

To indicate whether there was a statistically significant difference at the level ( $0, 05 \geq \alpha$ ) in the estimates of a sample study on the assessment of administrative performance in Jordanian private universities due to the gender on the areas and the tool a whole, has been the averaging calculation and standard deviations, and statistical test (Levene's Test for Equality of Variances);

for the verification of the between averages. As in computational differences Table (6).

Table (6): results of a test of Levin (Levene's Test) to verify the differences between the averages according to the areas of mathematical study and the whole tool.

Areas	Gender	Average	Standard deviation	F	Sig
Personnel Management	Male	3.17	1.02	0.413	0.521
	Female	3.21	1.07		
Operations Management	Male	3.30	1.02	2.016	0.156
	Female	3.37	1.09		
Financial Management	Male	3.26	1.07	0.301	0.583
	Female	3.33	1.11		
Whole tool	Male	3.18	0.95	2.026	0.155
	Female	3.22	1.02		

\* A function at the level of significance ( $0,05 \geq \alpha$ )

Is clear from Table (6) the absence of differences at the level of statistical significance ( $0,05 \geq \alpha$ ) in the estimates of a sample study on the assessment of administrative performance in Jordanian private universities due to the gender the whole tool, and this indicates that the sample of each study, males and females responded to paragraphs without the gender role of statistical

evidence little or nothing, and to identify whether there are differences between the average estimates of a sample study on the assessment of administrative performance in Jordanian universities as qualification for the scientific areas of study and the tool a whole, analysis of variance was used mono; for the verification of and a statistical difference, as in Table (7).

Table (7): the results of analysis of variance of the impact of the single qualification in the areas of scientific study and the whole tool.

Areas	Sum of Squares	df	Mean Square	F	Sig
Personnel Management	1.647	2	0.823	0.758	0.469
	685.761	631	1.087		
	687.408	633			
Operations Management	3.895	2	1.948	1.754	0.174
	700.839	631	1.111		
	704.734	633			
Financial Management	2.440	2	1.220	1.022	0.360
	753.418	631	1.194		
	755.859	633			
Whole tool	3.521	2	1.761	1.820	0.163
	610.603	631	0.968		
	614.124	633			

\* A function at the level of significance ( $0, 05 \geq \alpha$ )

Is clear from Table (7) the absence of differences at the level of statistical significance ( $0,05 \geq \alpha$ ) in the estimates of a sample study on the assessment of administrative performance in Jordanian private universities due to the variable qualified scientific fields of study and the whole tool, and to identify whether there are differences

between the average estimates of a sample study on the assessment of administrative performance in Jordanian private universities, according to years of service on the areas of study and the whole tool, analysis of variance was used mono; for the verification of the existence of statistical differences, as in Table (8).

Table (8): the results of analysis of variance of the impact of the single years of service on the areas of study and the whole tool

Areas	Sum of Squares	df	Mean Square	F	Sig
Personnel Management	5.908	3	1.969	1.821	0.142
	681.500	630	1.082		
	687.408	633			
Operations Management	7.597	3	2.532	2.288	0.077
	697.137	630	1.107		
	704.734	633			
Financial Management	9.881	3	3.294	2.782	*0.040
	745.977	630	1.184		
	755.859	633			
Whole tool	8.396	3	2.799	2.911	*0.034
	605.729	630	0.961		
	614.12	633			

\* A function at the level of significance ( $0, 05 \geq \alpha$ )

Table No. (8) to a statistically significant difference in the estimates of a sample study on the assessment of administrative performance in Jordanian private universities, according to years of service due to the variable of years of experience in the area of financial management, and the whole tool, and to know which categories of years of experience variable is the most appreciated by applying the test of Scheffe a posteriori comparisons, and Scheffe test after the

application of the results revealed that the categories of years of service was not different among them, and to identify whether there are differences between the average estimates of a sample study on the assessment of administrative performance in Jordanian private universities as designated career fields of study and the tool a whole, the single-use analysis of variance; for the verification of the existence of statistical differences, as in Table (9).



Table (9): results of the analysis of the impact of unilateral variation called functional areas of study and the whole tool

Areas	Sum of Squares	df	Mean Square	F	Sig
Personnel Management	5.124	4	1.281	1.181	0.318
	682.284	629	1.085		
	687.408	633			
Operations Management	4.449	4	1.112	0.999	0.407
	700.285	629	1.113		
	704.734	633			
Financial Management	4.885	4	1.221	1.023	0.395
	750.974	629	1.194		
	755.859	633			
Whole tool	3.517	4	0.879	0.906	0.460
	610.608	629	0.971		
	614.12	633			

\* A function at the level of significance ( $0, 05 \geq \alpha$ )

Table No. (9): the absence of differences at the level of statistical significance ( $0,05 \geq \alpha$ ) in the estimates of a sample study on the assessment of administrative performance in Jordanian private universities due to the variable called functional areas of study and the whole tool.

This may be attributed the lack of statistically significant differences attributable to gender, qualifications, experience, and post on the assessment of administrative

performance in Jordanian private universities and there is parity in the views of all faculty members and administrators at the University of Zarqa Private University, Jerash, and civil, and Irbid Private University; this researcher believes that the development of the administrative effectiveness of the result derived through the knowledge and experience of working to meet the students, and a positive influence or vulnerability, and respect for others, appreciation, and this is reflected in respondents

without consideration of any considerations for the demographic variables. He also added by some of the proposals such as the application of the principle of participation and the principle of delegation of authority, and to strengthen the value system, and the emphasis on collective action, and stay away from random, unplanned work, and a process of continuous assessment based on the objective with the self-neutralization of the evaluation, and in each calendar year to determine the achieve the objectives of the universities involved, and the care of all the scientific and practical developments, and focus on the training and computer skills for all workers, and the strengthening of working through material and moral boosters, and streamlining work procedures to obtain the services of students in less time and effort as possible. These results are consistent with the results of each part of the Al-awamp

study (1994), Huda al-Hussein (1994), Yasser (1994), Chlol (1999), Abu Sukkar (2000), Saud (2001), Alepeshaerp (2003).

**Recommendations:** that the results of this research is leading to a number of recommendations and the scientific process, as follows:

1. Need to follow the plan of the university administration to assess the future needs of human resources, and provide the training needs of staff to improve their skills and acquire new skills.
2. The need for the simplification of procedures for the university to act quickly obtains the services of the university student, to study and analyze the sequence of action steps and make the appropriate modifications.
3. The need to provide a specialized cadre of accountants and finance to develop and improve the accounting system in place in the Jordanian private universities.

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## Study Questionnaire

**Brother, Karim, precious sister,**

Is examining the field titled: "Assessment of management performance in Jordanian private universities between subjective and objective," and whoever hopes by you to provide the required information accurately and objectively; because that will lead to better assessment of the research topic, and to assist in achieving the objectives of the study. The researcher assures you that the answers will be treated strictly confidential and is only for the purposes of scientific research and hope you found the answer to the paragraphs of resolution carefully and write any comments and suggestions that they think relevant in the space provided at the end of the questionnaire, Please tick (X) in the right place which reflects your point of view further.

**Please accept my sincere respect and appreciation**

\* **Part I:** development of reference please (X) the appropriate option for your personal information from the following:

<b>Gender</b>	Male <input type="checkbox"/>		Female <input type="checkbox"/>		
<b>Qualified scientific</b>	less than a BSc <input type="checkbox"/>		BSc <input type="checkbox"/>		MS / PhD <input type="checkbox"/>
<b>Experience</b>	5 years and less <input type="checkbox"/>	5-10 years <input type="checkbox"/>	11-16 years <input type="checkbox"/>	16 years and older <input type="checkbox"/>	
<b>Job</b>	A Director <input type="checkbox"/>	Assistant Director <input type="checkbox"/>	Head of Department <input type="checkbox"/>	Administrative Officer <input type="checkbox"/>	one technical <input type="checkbox"/>

\* **Part II:** This part aims to evaluate the administrative performance in Jordanian private universities in the areas of: (personnel management, operations management, financial management). Please tick (X) to the response that you deem appropriate in light of Attitudes.

T	paragraph	Very much	Significantly	Moderately	A few	Very few are
<b>The first area: Personnel Management</b>						
1.	University administration is keen to provide the training needs of staff to improve their skills and acquire new skills.					
2.	The Department of the University grounds and clears the system of promotion.					
3.	Incentives and rewards that are fair and effective manner.					
4.	Department of the University plan to assess the future needs of human resources.					
5.	Official makes direct air of friendship and brotherhood among the workers.					
6.	Is the goal of excellence and innovation in the performance of tasks?					
7.	Retention of staff is qualified through the provision of a positive work environment.					
8.	The Department of the University on the basis of a clear assessment of the performance of staff.					
9.	Outstanding at the university receive the material and moral incentives.					
<b>The second area: Operations Management</b>						
10.	Organizational structure in place and properly reflects the objectives and functions of the university.					
11.	Contribute to streamlining the procedures work quickly access the services of the university student.					
12.	The Department of the University to prepare a description and classification of the various functions and to determine the duties and powers of office holders and specifications.					



T	paragraph	Very much	Significantly	Moderately	A few	Very few are
13.	The Department of the University to study and analyze the sequence of work steps and introduction of appropriate amendments to both the merger and abolition.					
14.	Has been renewal of the working methods to improve performance.					
15.	Communications Management is the ease and flexibility.					
16.	Legislation was updated in line with the requirements of work.					
17.	University administration, exercised direct control over the details of the performance of the tasks to be working properly.					
18.	The Department of the University to gather information on the needs and expectations of service recipients to be able to provide the best services to them.					
<b>The third area: Financial Management</b>						
19.	Prepare a budget specialist cadre of accountants and finance.					
20.	Monitor the financial allocations for programs to achieve the objectives of the strategic plan.					
21.	Budget estimates are based on the cost of the programs to be implemented.					
22.	Accounting system designed in accordance with recognized international standards.					
23.	Financial statements are available to assist the university administration to take sound decisions.					
24.	A section for cost accounting to determine the cost of the programs to be implemented.					
25.	Internal Oversight Service provides protection for the assets of the university to prevent tampering and misuse and waste of money.					