



THE ROLE OF STRATEGIES IN DEVELOPING AND IMPROVING EDUCATIONAL PERFORMANCE IN UNIVERSITIES

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Abstract:

In fact, countries' progress is measured according to the use of effective strategies, whether in education or otherwise; nevertheless, the underdevelopment countries lack modern strategies in higher education which is one of the pillars of the economic and social development plan in any society Alayoubi (2020). There are two important dimensions in this regard, namely, the economic efficiency and social justice, and the success achieving these dimensions is because of the performance management in higher education institutions in attempt to provide qualified graduates to the labor market, providing also, human resources and expertise this market needs, (Corti, L., & Gelati, C.,2020).

Keywords: the economic efficiency and social justice, and the success achieving these

INTRODUCTION:

This study aims to be aware of the attitudes the at the administrative staff the University of Kirkuk towards the impact of planning The difference in their strategic characteristics in the the University of Kirkuk degree of performance and testing the differences in those Personal and functional directives are given. The research included a random sample of (50) university personnel, who were given questionnaires during field visits, and the number of people who completed them. questionnaires retrieved and found to be reliable for statistical analysis (40) A questionnaire, and the analysis of its data relied on the measures of descriptive statistics and analysis of variance for regression

First: The Research Problem:

In light of the results of the survey and the analysis of some previous studies, research problem can be crystallized in the following:

- 1- Despite the distinction in the faculty, it still suffers from many deficiencies that affect the efficiency of the overall performance of the faculty, which impedes its growth and reliability.

- 2- The absence of systematic strategic planning in the faculty in terms of the long-term vision and objectives.
- 3- Centralization of administrative and financial decisions in the faculty, which causes many problems.
- 4- The inability of the faculty to develop itself from an administrative and educational perspective and the failure to develop educational facilities to provide a suitable and modern educational environment for students.
- 5- The percentage of the affiliated faculty members to appointed ones is higher, and the higher this percentage is, the lower is the efficiency of the educational and research process.

Second: Research Hypotheses:

The first hypothesis:

The deficiency in the educational performance in the faculty may be due to:

- A. The low efficiency of the educational process.
- B. Centralization of the administrative and financial decision-making in the faculty.
- C. Lack of clarity of the faculty's performance standards.



The second hypothesis:

- There is no statistically significant relationship between strategies of development and improvement of the educational performance in the faculty and the efficiency of its overall performance.

Third: Research Objectives:

This research objectives are reflected in the following:

- 1- Linking the faculty to the labor market.
- 2- Identifying the reduction in the educational performance.
- 3- Analyzing the relationship between students' satisfaction and their interest in joining the faculty.
- 4- Application of the most important indicators that are used to measure and evaluate the efficiency and effectiveness of the educational performance.
- 5- Presenting a proposed framework for the most important strategies for the faculty administration for developing and improving the educational performance in the faculty.

Sixth: Previous Studies

1- Study of (AMY & Ada) 2009).

"A conceptual framework for expanding the partnership of faculty members with the local community".

Its purpose is to develop a conceptual framework that helps in understanding the fields and activities between faculty members at the university and their local communities (Farley-Ripple, 2018). After reviewing the literature related to the topic, the study has identified areas and activities of partnership that a faculty member can play in linking students with the surrounding environment through service education programs and carrying out scientific research (Ramadhan, 2019). It also deals with real issues and problems that the local community suffers from and provides specialized professional consultation to every faculty member in his field of specialization, not only the individuals and institutions of the local community, (Tsatsaros etl 2020).

The most important results:

1. The model presents the personal, professional and institutional factors that increase the activation of forms of partnership between the faculty member and the surrounding community.

2- Study of (Lester, 2010).

"Developing a tool for the presidents of public universities in America from the point of view of the presidents themselves".

1. Developing a tool for university presidents as perceived by presidents.

2. Developing a tool for university from faculty members' point of view.

The study. extract:

1. The university president's performance evaluation criteria are embodied in (education, leadership, administration, building a second cadre of administrators and organizing and evaluating performance.
2. The quality of the university president's performance appears in the following results:
 - A. The quality of students and their success rate.
 - B. Research, grants, obtaining faculty accreditation, faculty productivity, quality of university life, relationship with society, and finally modernizing the university's infrastructure. (López-López etal ,2020)

Seventh: The Theoretical Framework

1- The Establishment of Faculty of Agriculture in Kirkuk

1. The study ended with a number of examine ,determine the many aspects that can influence,future. 1994, when , number of students admitted to it were about (150) students and (3) scientific departments: Soil &Water, Crops and Livestock. Later, a new department was established, the Department of Horticulture and Garden Engineering in 2000-2001 ,2003. the two departments of Plant Protection and Food Sciences were established. 2009, The Department of Agricultural Economics was established in the year originated. In 1999 in Postgraduate Studies established The Field Crops Department and the Department of Soil and Livestock. The number of graduates from initial studies in various agricultural specializations reached More than 3000 students are enrolled, with a total of 3000 graduates. from postgraduate studies, reached 150 students. The Faculty is linked to the Agricultural Consultative The office, which consists of a group of professors from various scientific specialties, and its objectives are to provide agricultural consultation. In addition, the faculty issues the Anbar Journal of Agricultural Sciences, which is concerned with publishing scientific research for the teaching staff. Also, it includes plastic and glass houses and a wooden canopy for the purpose of developing research protected agriculture and vegetable production.

2- The Faculty Education System

The faculty is considered a part of the university education system and shares the same characteristics and functions with other faculties,



represented in the educational process, scientific research and community service, in addition to other objectives and functions that include:

- Providing individuals with necessary knowledge and skills.
- Education for employment purposes.
- Transferring culture to future generations.
- Raising the effectiveness of education and scientific research.
- Raising awareness.

In spite of the university is considered one of the of higher and university education institutions, and this after its goals have been developed and it is no longer limited to being an adult education institution only, its scope of work has extended to include providing the above-average and university education service for workers class in Iraq until some of its students have obtained a degree that is equivalent to what other universities award Bouton (2021).

3- The objectives of education, which are fulfilled through various educational institutions, as it aims to provide a distinguished unique graduate who will be capable to contribute to the development of the institutions of the Iraqi community.

In addition to its other responsibilities towards educating and preparing leaders at a level of competencies and awareness of the direct tasks entrusted to it towards the society development in general through achieving many targets, including the following:

- A. Implementing scientific and training programs that serve the market objectives.
 - B. Preparing and qualifying the scientific cadres needed by society.
 - C. Conducting research and studies in various fields to make them accessible to social organizations and their agencies.
 - D. Exchanging services and technical information with scientific and professional institutions related to the university's purposes.
- 4- The Appointment Rules:
1. Posting an advertisement on the university's website due to its need for job degrees.
 2. Publishing the advertisement in local newspapers according to their need for appointment.
 3. Collecting applications for appointment in the university presidency.
 4. A committee checks applicants' files for appointment.
 5. Personal interviews are conducted for applicants who meet the terms of appointment.
 6. Presenting the results of the committee to the university president for decision-making.

Eighth: The Problems Facing the Faculty Education System

1. The lack of a clear strategic plan, and this plan includes a vision for the future and objectives.
2. Lack of concern in applying job quality:

The quality of the job life and the happiness of workers in the physical and mental presence at work can be applied in two directions: the happiness of workers and the increase of their production on the one hand and the increase in the production of other organizations on the other hand; that the most important dimensions of which are (a healthy and psychological, physical and psychological work-environment, the opportunity in training and developing the skills of workers - a job evaluation that allows workers to highlight their skills and knowledge) (Settles,2021).

3. Unavailability of textbooks and their shortage in the faculty.

Ninth: Academic Evaluation and Accreditation in Higher Education Institutions:

1- The Concept of Academic Accreditation:

Academic accreditation is a set of procedures through which a comprehensive evaluation of educational institutions is given. It can be defined as a set of processes and procedures that the authorized body undertakes in order to achieve the conditions and provide it with materialistic and human capabilities in line with the objectives that this institution seeks to achieve for its students at a good level and commensurate with social aspirations, global challenges and developments.

It can be claimed that it is a scientific institutional activity directed towards the advancement and upgrading of educational institutions and study programs to ensure the quality of the educational process and its outputs (Abdeljaber, 2017).

2- Objectives of the Department of University Education Quality:

- A. Achieving integration between the labor market, the university and the faculty.
- B. Achieving coordination between the components of the educational process in the faculty (represented in the faculty administration, faculty members and their assistants, students and classrooms).
- C. Reaching the graduate's quality level to the highest possible level.
- D. Evaluating scientific innovations and inventions that increase the welfare of society.

3- Tasks and Management of the University Education Quality:

The tasks and management of education quality and its oversight are through:



1. Measuring and determining the labor market requirements of graduates of different universities to the needs of the labor market.
2. Preparing special training programs, evaluating and following up those programs, which are:
 - A. Holding computer training programs for the teaching staff members and for students.
 - B. Providing special programs and courses for faculty members to develop their skills and abilities.
 - C. Preparing the university lecturer for the assistants of the faculty members, implementing and evaluating the results of implementation.
3. Measuring the labor market towards graduates in order to determine the extent of the graduate shortage.
4. Measuring and evaluating the educational process by comparing actual performance and defining the level of performance.
5. Pre-planning for performance, this is done by addressing weaknesses in actual performance and preventing the recurrence of errors in the future.

6. Defining the components of the educational process, such as a successful faculty member, successful administration, academic courses, classrooms and buildings in general (Li& Zhu,2021).

4. Management of University Education Quality and Administrative Creativity:

It is known as the ability to provide new topics, which could be new ideas, solutions, or services, through the employee's use of his creative personal skills in adopting new administrative methods to resolve all problems facing the organization, depending on the guiding analysis, the organized creative effort and the ability of the employee (Al Shobaki, 2018).

Study Results:

The first step is to assess reliability (the questionnaire's reliability and validity).

Reliability Questionnaire Questionnaire:

In to verify the reliability of the questionnaire for the dependence on questionnaire's answers researcher has used the Cronbach's Alpha Coefficient. The dependability coefficients obtained using this equation are shown in the table below.

study 1 Phrase constancy the ,dimensions, of research axes

<i>Dimensions</i>	<i>sum of numbers</i>	<i>Alpha value</i>
<i>faculty of school</i>		
<i>Low efficiency of the educational process</i>	3	0.752
<i>Central administrative and financial decision in the university</i>	3	0.836
<i>Lack of clarity in the criteria for evaluating performance at the university</i>	3	0.863
<i>Educational performance</i>	9	0.651
<i>Total questionnaire</i>	18	0.784
<i>Students</i>		
<i>Low efficiency of the educational process</i>	3	0.883
<i>Central administrative and financial decision in the university</i>	3	0.639
<i>Lack of clarity in the criteria for evaluating performance at the university</i>	3	0.751
<i>E-learning strategy</i>	3	0.755
<i>Scientific research strategy</i>	3	0.854
<i>Human Resources Training Strategy</i>	3	0.688
<i>Total questionnaire</i>	18	0.709



The values of the reliability coefficients are all high values, as shown in the preceding table, because the values of the reliability coefficients are all high values factor were between (0,651: 0,863). The alpha value for the total sample of the faculty members is (0.784), where the values of the reliability factor has

been between (0.639: 0.883). The alpha value for the total sample of students has been (0.709), which are all high values, that are higher than (0.5). The reliability coefficients' values show the assertions' validity and the possibility of relying on their outcomes.

Check the validity of the questionnaire:

Table (2) The, possibility of internal consistency, dimensions of, the research axes

<i>Dimensions</i>	<i>Pearson Correlation Coefficient</i>	<i>The moral significance</i>
<i>faculty of school</i>		
<i>Low efficiency of the educational process</i>	<i>(**) 0.889</i>	<i>0.001</i>
<i>Central administrative and financial decision in the university</i>	<i>(**)0.882</i>	<i>0.001</i>
<i>Lack of clarity in the criteria for evaluating performance at the university</i>	<i>(**) 0.741</i>	<i>0.001</i>
<i>Educational performance</i>	<i>(**) 0.896</i>	<i>0.001</i>
<i>students</i>		
<i>Low efficiency of the educational process</i>	<i>(**) 0.854</i>	<i>0.001</i>
<i>Central administrative and financial decision in the university</i>	<i>(**)0.877</i>	<i>0.001</i>
<i>Lack of clarity in the criteria for evaluating performance at the university</i>	<i>(**) 0.964</i>	<i>0.001</i>
<i>E-learning strategy</i>	<i>(**) 0.927</i>	<i>0.001</i>
<i>Scientific research strategy</i>	<i>(**)0.963</i>	<i>0.001</i>
<i>Human Resources Training Strategy</i>	<i>(**) 0.894</i>	<i>0.001</i>

The coefficient correlations for each of the questionnaire's dimensions have been determined using the questionnaire's overall degree, which result in Using the questionnaire with the research sample The study's author has The calculated as follows:

*** Statistical Level's Significance (0.001):**

Source: The researcher created this document based on the findings of the statistical study.

It is clear from the preceding validity table of intrinsic uniformity that the coefficient There is a substantial link at (0.05) significant level, confirming the internal consistency's validity. The values of Pearson coefficient correlation factor have ranged for faculty members between (0.741: 0.896), while the values on Pearson coefficient correlation for students have ranged between (0.854: 0.964).

Results of questionnaire descriptions for faculty members:

First: Indicators of measuring efficiency of the university's educational performance

Table (3) indicators for measuring the efficiency of educational performance at the university

	<i>ferries</i>	<i>SMA</i>	<i>standard deviation</i>	<i>Relative weight in percentage</i>	<i>priority level</i>
<i>1</i>	<i>Weak development processes in higher education</i>	<i>3.02</i>	<i>1.436</i>	<i>60.4</i>	<i>3</i>
<i>2</i>	<i>The absence of a strategic plan in the university within the framework of the vision of long-term goals</i>	<i>2.96</i>	<i>1.384</i>	<i>59.2</i>	<i>4</i>
<i>3</i>	<i>Imbalance between contracting and appointed members</i>	<i>3.6</i>	<i>1.294</i>	<i>72</i>	<i>1</i>
<i>4</i>	<i>Percentage of faculty members to students</i>	<i>2.96</i>	<i>1.414</i>	<i>59.2</i>	<i>4</i>
<i>5</i>	<i>Quality of ucational curricula</i>	<i>3.26</i>	<i>1.468</i>	<i>65.2</i>	<i>2</i>



It is evident from the previous table that the most important indicators for measuring efficiency of educational performance at the university are (the imbalance between contracting and appointed members) with a relative weight (72%), followed by (quality of educational curricula) with a relative weight (65.2%), then the (weak development processes in higher education) with a relative weight (60.4%), followed by (the absence of a strategic plan in the university in terms of the vision of the long-term goals, the percentage of faculty members to students) with a relative weight (59.2%) for each.

- The study concluded with many recommendations, the most important of which are: The university should analyze its external environment to identify the various variables that can affect it in the future. On the independent, he must participate in the formulation of goals. The university all parties responsible for its achievement.

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