



THE ROLE OF STRATEGIC MANAGEMENT IN ADMINISTRATIVE DEVELOPMENT IN IMPROVING JOB PERFORMANCE-AN APPLIED STUDY ON EMPLOYEES AT THE UNIVERSITY OF BAGHDAD

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Article history:	Abstract:
<p>Received: 14th December 2023 Accepted: 10th January 2024 Published: 17 February 2024</p>	<p>This study aimed to study the role of the Administrative Development Department in improving the job performance of female administrative employees at King Baghdad University by answering the following questions: What is the role that the Development Department seeks to achieve in cooperation with all departments or departments within the university? 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 activities does the Administrative Development Department provide in the field of improving job performance in cooperation with departments and divisions within the university?</p> <p>To achieve the objectives of the study, a questionnaire was designed containing (27) items. The validity of the questionnaire was verified by arbitration and its reliability was calculated. The study group consisted of female administrative employees at the University of Baghdad, numbering (241) employees. After applying the questionnaire, the data was presented and treated statistically using arithmetic means, standard deviations, and percentages. And one-way variance analysis. The results of the study indicated the following: The Administrative Development Department plays the role it seeks to achieve in cooperation with all departments and departments within the university, through the following axes: modernizing and developing methods and methods of work within the university, developing organizational structures in light of the size and nature of work. , determining the job needs of employees, and also indicated that there are some challenges facing the development process, which are as follows: the length of the procedures followed within the work, the complexity of the procedures followed within the work, and the inappropriate place and working conditions for the employees.</p> <p>In light of these results, several recommendations were made, including: educating senior management in each entity about the importance of employee participation when wanting to make a change, which helps gain their trust and support, and the administrative development department cooperating with senior management in re-examining work procedures and overcoming the complexities involved. This is to facilitate administrative work and raise the awareness of superiors about the importance of appropriate workplace and working conditions for employees, which helps improve their performance.</p>

Keywords: University of Baghdad, strategic management, employees, performance development



THE INTRODUCTION

The phenomenon of development is the number one issue in today's world, and it has appeared in multiple forms, such as development in economic, social, political, and technological conditions and in the patterns of administrative work in any entity. Development is no longer a perfection, but has become inevitable, in the era of economic openness and information explosion, and various business 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, unproductive pattern. In performance towards new patterns capable of facing challenges

The areas of development are different, some focusing on systems, regulations and procedures, some focusing on organizational structures, and some focusing 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 administrative development department, 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 study and analysis, and the fourth chapter is the conclusion of the study.

ENTRANCE

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

Terminology of study

:1 Performance: Language: "It means carrying out a task or performing a work. Terminology:" A reflection of how the organization's employees use financial, human, and technical resources.

: 2 Management: "It is any intentional activity undertaken by an individual or group in a specific period of time to achieve a specific goal".

3 :Development: "It is a strategy that includes limited use of internal and external forces to achieve change and provides great possibilities for the development of individuals and groups, and the consolidation of belonging and collective action and its cohesion".

4 :Administrative development: "It is the creation of positive changes in the nature of intellectual and behavioral activities within the administrative apparatus and how to make optimal use of the available capabilities".

5 :Employee performance evaluation: "It is a periodic report that shows the individual's performance level and type of behavior compared to the tasks and duties of the job assigned to him".

First Study

A study entitled "Administrative Development Policies" focused on analyzing administrative development policies in Iraq through the main approaches to administrative development. The study gave great importance to the main approaches and methods of administrative development, which are: the legal, regulatory, human, environmental, analytical, and technological approaches, and analyzing the role of development agencies. in Iraq and evaluate its contributions in the field of development, and study the aspects of coordination and existing relationships between administrative development bodies. The study reached a set of results, the most important of which are:

There is a negative impact of increasing the burden of the administrative apparatus on development efforts. There are several negative factors that affect administrative development efforts, including the lack and loss of coordination between similar activities. -Priority of personal interest over public interest. Study recommendations- :

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 university and institute professors.

- 3 Study 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 Iraq and its comprehensive role in developing administrative work in the country, while the current study focused on the role of the Administrative Development Department at the University of Baghdad in improving the performance of female administrative employees within the university.

Second study

) Muhammad Bakr Barnawi, 1415 AH) conducted a study entitled "Evaluating the role of administrative development units in public service agencies in Iraq." The study focused on identifying and evaluating



the actual role played by administrative development units within public service agencies, and the extent to which they perform the tasks assigned to them and their contribution to the effectiveness of the performance of service agencies. the public. 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 they were assigned to exercise their duties, as their role was limited to setting regulatory frameworks, preparing regulatory guides, and simplifying procedures, in addition to the scarcity of exercising their role in those areas..

Study recommendations- :

Spreading administrative awareness about the importance and inevitability of administrative development in the areas of organization, work methods, and human skills development among those responsible for managing public service agencies, and learning about its approaches, methods, and means in these areas. The desired administrative development will not be achieved, and the efforts of the leadership of public services agencies will bear little fruit if those efforts are not accompanied by a reconsideration of the rules and regulations that govern the workflow and its procedures, and the development and modernization of its methods and techniques. This study focused on evaluating the role of administrative development units within public service agencies, and knowing the problems and obstacles that may hinder them from performing their tasks, while the current study came as a complement to the previous study, as the current study focused on knowing the role of the administrative development department in improving the job performance of female administrative employees at the University of Baghdad

Third study

(Abdul Mohsen Hamid, 1422 AH) conducted a study entitled "The Impact of Work Pressures on Performance." The study focused on identifying the sources of work pressures facing heads of sub-municipalities, whether internal organizational or emanating from the external environment, determining the impact of pressures on performance, then identifying methods Practices in dealing with stress.

Study recommendations: - Controlling as many factors as possible that lead to work stress by building an organizational culture and values, in addition to developing administrative systems and regulations to help in this. - Studying the information and communications needs of mayors and working to provide them with high quality. -And strengthening and consolidating the administrative and financial powers and powers of the position of the mayor of the sub-municipality. Concentrated efforts are made by the secretariat and sub-municipalities to introduce and train on effective methods to confront work pressures and reduce their negative effects. This study focused on the sources of work stress that bosses face. Among the findings of the previous study is that role ambiguity is not considered one of the sources of work stress that bosses face. While the researcher opposes this result, the researcher found through her study that the role played by the worker must be This is clear in order to improve his job performance, while if the role he performs is shrouded in some ambiguity, this will lead to difficulty in performing the work and then failure in performing it. The current study focused on identifying the methods used to improve the performance of employees and thus develop administrative work

CHAPTER TWO.

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." Among them is what Al-Sirafi mentioned as "continuous improvement in management performance by following scientific methods at work, treating problems that arise, and supporting administrative capabilities." Another stated that administrative development is "making changes in the nature of intellectual and behavioral activities within the administrative apparatus." Traditional concepts of administrative development: Traditional administrative development concepts have many distinctive features, which are as follows- :

\ 1 Emphasizing the formal, legal and structural aspect of the administrative apparatus and neglecting the informal aspect- .

\ 2 The reason for this developmental approach is due to the dominance of legal scholars in the period before World War II over the study and teaching of administration, as this resulted in emphasizing the importance of the formal legal aspects in the administrative apparatus.

Accordingly, the procedures are mostly in the form of confirmations of compliance with existing legislation, with additional penalties for violators. Another reason for the official approach to administrative development is the emphasis on the official authority of the state and its various government agencies, as this has led to conferring a



state of sanctity on the official organizational structure. The emphasis on the formal aspects of administrative bodies is also due to the limited or lack of psychological or behavioral studies- .

\ 3 Viewing the administrative apparatus as an abstract and self-contained technical entity. According to this characteristic, the administrative apparatus is an independent entity that enjoys a high degree of independence so that it can be viewed and treated in isolation from economic, social and political environmental influences. The reasons for adopting this trend are due to the superior view that the administrative apparatus adheres to, as it affects the environment in which it operates and is not affected by it.

\ 4 Viewing the human being as a machine and as capable of being molded into any desired framework by the administrative apparatus in which he works. A person working within the administrative apparatus can demand at any time to change his behavior in accordance with what is officially approved in the administrative apparatus, regardless of the feelings and motives of that person, his capabilities, and his personal desires. As for the reasons for adopting this behavior, it is in addition to the dominance of non-democratic tendencies and the emergence of the role of the state and its governmental agencies. The person is treated... As a soldier in a military administration, he must obey and carry out official orders, and no role is assumed for the opinion, feelings, and motives of this person. Also among the reasons for adopting this approach is the dominance of economic, materialistic, and classical thought and its influence on the opinions of administrative developers regarding (efficiency) on the basis that it is limited to the material aspect only. Also, the weakness of psychological and social studies had a prominent impact in confirming and crystallizing this approach- .

\ 5 Adopting the office method in diagnostic and therapeutic development procedures. Meaning adopting the office method in diagnosing negative phenomena and determining remedial procedures in administrative development work. The reason for adopting this is due to the dominance of non-specialized administrative leaders, by virtue of their official job positions, over administrative development processes, as their ignorance of the scientific method and adherence to traditional methods led them not to think about the importance of field investigation. On the causes of backward phenomena and pushing them to limit themselves to the office method in determining remedial development procedures.

\ 6 Adopting the individual approach in the diagnostic and therapeutic development processes. The adoption of this trend is due to the traditional administrative leaders monopolizing these procedures for themselves because they consider the development work to be the work of administrative leadership, and assigning it to other parties or the participation of other individuals in it leads to a diminishment of the leadership position. Based on the above, it is noted that the traditional concepts of administrative development emphasized the formal aspect and neglected the informal aspects. They also neglected the differences between the nature, goals, and environments of the various administrative bodies. Therefore, they are not characterized by generality and comprehensiveness for all circumstances and times, which led to the emergence of new concepts for administrative development.

Contemporary concepts in administrative development:

After World War II, many trends of change emerged, which led to the weakening of the traditional features of administrative development, and thus led to the emergence of modern, contemporary features. Among these features are:

1 The progress and spread of democratic principles in many societies of the world had an impact on the relations between administrative leaders and workers within the administrative bodies. It also had an impact on the relations between the agencies and the public. The leakage of democratic ideas into the administrative apparatus necessitated that decision-making be made with participation, and thus the idea of the human being and the machine receded. Through which the traditional administrative leader deals. Also, the idea of the administrative leader being alone and monopolizing administrative developmental work has receded. Likewise, democratic ideas have affected the relationship of the administrative apparatus with the public, as the administrative apparatus is no longer the finalist, guide, and influencer for the public, but rather it has become a tool for implementing the interests of the public. One of the results of this transformation is the entry of aspects Informality and external environmental influences in the administrative developer's accounts.

2 Continuous population increases and the rise in the public's standard of living, which led to an increase and diversity of public requests, such that many cases became difficult to investigate by the private sector alone, and thus the public's dependence on government agencies increased, which led to an increase in the ramifications and specializations of the agencies. All of this resulted in This results in the shortcomings of traditional administrative leadership in carrying out development efforts, and one of the results of this transformation is the decline of the individual approach to administrative development work.



3 Increased reliance on scientific methods and increased emphasis on scientific research methods in the administrative field. This is due to scientific and technological progress, which affected the nature and method of looking at the administrative problem, which led to the weakening of the office method and the emphasis on the field method in administrative development.

4 Progress in the field of social and psychological sciences led to a change in the previous view of humans, as it gave increased attention to the psychological and social aspects and to the environmental influences on the administrative system. Also, the emergence of systems theory in sociology led to viewing the administrative system as consisting of systems interacting with each other and as an interacting system. With the systems in the environment in which it works, and therefore it is not an artistic entity isolated from the environment.

Based on the aforementioned transformations, it should be emphasized that the modern features of administrative development complemented the classical features of administrative development. The emphasis on the informal aspects in contemporary administrative development did not negate the emphasis on the formal structural and legal aspects in administrative development, and the emphasis on external environmental influences did not negate the importance of environmental influences. Internal development process.

Objectives of administrative development: 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 and works development- .

3 -Preparing job descriptions with the aim of developing administrative control.

4 -Examining organizational structures, division of labor, and interrelationships- .

5 - Developing employees' concepts and capabilities and developing public administration.

6 -Development of regulations, laws and instructions- .

7 - Developing methods and means of technology- .

8 -Developing means of communication- .

9 Developing guidance at work- .

10 -Developing administrative objectives- .

11 -Developing supervisory methods- .

12 -Developing values, skills and abilities- .

13 -Developing human relations- .

14 -Developing planning, evaluation, information systems and organizational structures- .

15 - Developing scientific thinking, developing the spirit of adventure, and developing incentive systems

Components of administrative development: Some people interested in administrative development, such as Ramesh Arora, believe that there are several components that help to (1) determine the direction, method, and degree of development, which are represented by the following factors, including:

- 1 The functional type of the system itself.

- 2 The material and cultural resources from which the system derives its needs under different circumstances.

- 3 The pattern of interaction of political leaders with the changes occurring in the system.

- 4 Development in other social systems at the local and international levels.

- 5 The type of problems facing the system.

The components of administrative development can be classified according to the following: 2(

1 - Availability of conviction and sincere desire in the administrative development process. This availability comes from the presence of a strong political authority that supports administrative reform movements and the necessity of implementing it at all levels, and the attempt to link development and reform plans with the state's national plans, and the conviction of those working in administrative development and the precise definition of the role of each party concerned with development.

- 2 Proper planning for administrative development. This is achieved through matching goals and available capabilities, whether material or human.



- 3 The connection between administrative development and the environment. The first step in administrative development is to unleash a person's potential potential by dealing with his environment in which he grew up and being influenced by the values, customs and trends prevailing in this environment.

4-Continuity in the administrative development process. That is, it is necessary to assume that some challenges or obstacles will be faced and appropriate solutions should be developed in advance.

5-Comprehensiveness in the administrative development process. Meaning a comprehensive view on organizations and an attempt to provide comprehensive, not partial, solutions.

Obstacles to administrative development: (3) There are some obstacles that prevent achieving administrative development, including: - Concentration of powers and their monopoly in the hands of the manager. - Malicious policies and restrictions on creators. Administrative shyness is one of the causes of administrative backwardness because it prevents decisive decisions from being taken. - Devoting the values of absolute and blind obedience to the manager. - Disruption of social values, where the value of amassing wealth has replaced the value of honesty. The researcher also believes that there are many other obstacles, including: lack of qualification and training among employees, employees' resistance to change if they do not participate and take their opinions, and lack of gradualness in implementing development.

The main aspects of administrative development related to management pillars: 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 group of administrative pillars that contribute directly or indirectly to the results that the administration reaches. These pillars are: the legislative aspect, the organizational aspect, the human aspect, and the financial aspect. The researcher (6) will review the development aspects of each pillar.

First: The legislative aspect: Some writers believe that one of the important matters in administrative development is to begin changing laws, systems and regulations, clarify responsibilities and divide powers so that the development process (7) becomes consistent with legislation and laws. Therefore, one of the basic requirements for administrative development is to review old laws and issue new laws, that is, to engage in long legislative procedures.

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

Third: The human aspect: Planning for current and future needs of human resources is considered one of the important aspects of administrative development due to the importance of human resources and their major role in determining the efficiency and effectiveness of the administrative apparatus (11). In order for this goal to be achieved, the following must be taken into account: 1.

1 Develop the necessary plans and policies to select distinguished elements according to the organization's needs. .

2 Coordination between educational institutions and administrative development agencies so that the needs required by the development sectors can be established and achieved. .

3 Developing and implementing many training programs that work to develop the skills of human resources and achieve positive cooperation and purposeful integration. .

4 Creating flexible employment policies based on merit and appropriate qualifications in selecting these elements. .

5 Directing civil service procedures, including selection and promotion, to serve career development goals. .

6 Determine the quality of the workforce required and determine how to help develop the existing workforce. .

7Creating appropriate incentives, benefits, and conditions to obtain the required human resources and also retain the required competencies. .

8 Taking into account the time and effort that employee development deserves and knowing the obstacles that prevent it and how to overcome them

Fourth: The financial aspect. Paying attention to developing the financial aspect is the necessary step to achieve management efficiency, because the financial aspects must expand so that the management can introduce and continue the required development, meaning that if a valid and developed budget system and effective review systems are available, this will positively affect the methods (21) of administrative development. These systems include: performance and program budgeting.

Modern trends in the characteristics of administrative leadership: In order for administrative leadership to be effective and able to meet the requirements of modern administration, some important capabilities must be present in the administrative leader, which the leader can learn and develop to make him an effective leader, which are: effectiveness in decision-making, effectiveness in communication, and management. Time, management (22) by objectives, and change management. First: effectiveness in making decisions. Making administrative decisions is considered one of the essential tasks of the administrative leader, and the importance of the decision-making process for any organization is due to the fact that it is linked to the various aspects of the administrative process, such as



planning, organization, coordination, policies, communications, etc., as the success achieved by the organization depends on the ability and efficiency of its leadership to make appropriate decisions. Effectiveness in decision-making means the leader's ability - when choosing between the available alternatives - to choose (23) the alternative that achieves the maximum return using the same resources.

Second: Effectiveness in communications. Communication is a means, not an end. It helps in facilitating the administrative process, helps in implementing administrative planning effectively, and also helps in the effective implementation of administrative organization and administrative control (24) and also administrative guidance.

Third: Time Management: The effectiveness of a leader depends to a large extent on the extent of his ability to manage his time, meaning his ability to identify the topics that have priority in sacrificing time and knowing the people to whom he can give more of his time than others. Given the importance of time, many studies have been conducted focusing on Knowing how administrative leaders spend their time. Among these studies is a study conducted by researchers (Klepek and Daniel) that included (180) senior leaders in the United States of America in several administrative organizations. This study reached results that explain how the American leader spends his time. The most important of these results are:

1 Leaders spend 12% of their time on average interviewing subordinates, colleagues, and advisors, 5% emphasizing the effectiveness of performance, 2% on activities related to their personal affairs and social relationships, 4% on routine correspondence, 15% on personal correspondence, and 30% is spent on phone calls, and the remaining percentage of time is spent on important work activities such as preparing for conferences, or planning work programmes. .

2 No matter how much some leaders try to organize their time, there are some matters that may arise suddenly that may require calls or interviews, which takes up their time. Therefore, an effective leader is one who can prioritize work according to importance and train his assistants to accomplish simple matters in order to avoid wasting his time in Particles. In light of the studies mentioned above, three basic facts can be extracted that can be (25) a basis for achieving effective time management for leaders, which are: First: There is a difference in the importance of time among leaders, and the leader's ability 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 larger 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 company, for example. Second: 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 leader's effectiveness in managing his time requires using most of his time for work, meaning that his dedication to work comes at the expense of the time needed for him, his family, and his social relationships, which causes a lot of effort and exhaustion. Therefore, the leader must divide and distribute his time according to the importance of work so that there is no excessive use of time for the benefit of work at the expense of his health.

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 method 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 Criteria (28) can be used to evaluate the effectiveness of achieving these goals. Fifth: Change Management The process of change is considered an important requirement in this time, because it is the way to the growth and progress of institutions, to reach new horizons, and to help them continue and achieve success in light of a rapidly changing world (29) is significant, and also for individuals, change contributes to enriching their professional and personal lives. Based on the above, the behavior of individuals and institutions towards the change process can be observed through the following (30) methods:

1 Remaining in the current situation: It means staying as we are, which is impossible.

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

3 -Anticipation: which is knowing what changes are required and making them quickly in order to achieve safety on the one hand and take calculated risks on the other hand. In order to reach the correct result, a thorough study of the change process is necessary to understand the reasons (34) calling for it, and its basic principles, before starting to implement the required change.

Strategic objectives of the Administrative Development Department.

1 Local and regional recognition for the International Driver's License program. .

2 Obtaining a license to establish a distinguished organizational training institute that is comparable in performance to the latest international training institutes and provides the finest and most up-to-date training programs and consulting services. .

3 Preparing and developing the university's administrative and technical cadres. .



4 Sponsoring new creative experiments in the fields of development and administrative development in the various (33) university units and disseminating and disseminating them at the university level.

CHAPTER THREE: FIELD STUDY

Study methodology:

The method used in the study: The study relies on the descriptive analytical method, where two types of studies were 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. -Field study: where primary data was collected from the study population from 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 female administrative employees in the female student section of the university, numbering (1264) individuals, based on the table attached in Appendix No. (2), excluding the number of female technicians in the table. The sample was simple random and its size was determined according to Table (1) attached in the book Al-Wajeez in Scientific Research Methods, where it amounted to (285) individuals. Given the researcher's expectation that the return would be less than required, she distributed (400) questionnaires to the study sample and the return was (328) questionnaires, (87) questionnaires were excluded because they were not suitable for analysis, and (241) valid questionnaires were subjected to.

Statistical methods used-

1 Descriptive statistics for personal variables.

2 Calculating the reliability and validity of the questionnaire and its axes.

3 Descriptive statistics for Likert scale questions.

Statistical processing methods: In processing the study data, the researcher used statistical methods appropriate to the nature of the study, and the nature of constructing the tool and its standards, as follows- :

1 Frequencies and percentages to describe the study sample according to personal variables- .

2 The arithmetic mean, standard deviation and ranks to determine the prevailing opinion of the sample members about the phrases of the tool- .

3 Cronbach's Alpha coefficient, to determine the reliability and internal consistency of the study tool- .

4 Pearson Correlation Coefficient to determine the validity of the study tool, and to calculate the correlation coefficient between the study axes.

Nor: 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.

First, age

2 Academic qualification

Table No. (2)

Frequency and proportional distribution of the study sample according to academic qualification

Academic qualification Frequency%

Secondary 15 6

Bachelor's degree 191 79

Master 35 13,5

,total 241 100

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

First: The study community agreed that the Administrative Development Department will play the role it seeks to achieve in cooperation with all departments and departments within the university

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

Third: The study concluded that the senior management in each entity implemented development processes in cooperation with the Administrative Development Department. Fourth: The results of the study showed that there are some challenges facing the development process.

Fifth: The study showed that the Administrative Development Department provides many activities in the field of improving job performance in cooperation with departments and divisions within the university.

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

.Seventh: The study found a lack of participation between senior management and workers in the change process

.Eighth: The information showed a lack of follow-up and care for the equipment, devices, and office supplies used at the university, and no studies were prepared to rationalize their use.



Recommendations

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

1 The Administrative Development Department must provide scientific materials and case studies related to administrative development in the central library to facilitate female employees' return to it when needed, which helps in developing the capabilities and skills of employees and improving their work performance- .

2The senior management in each entity must be made aware of the importance of employee participation when wanting to make a change, which helps in gaining their trust and support- .

3The Administrative Development Department must cooperate with senior departments in re-examining work procedures and overcoming the complications involved in order to facilitate administrative work- .

4 The researcher advises making superiors aware of the importance of appropriate workplace and working conditions for employees, which helps improve their job performance. 5- The Administrative Development Department must try to eliminate problems related to the stagnation of systems and regulations by requesting periodic reports from the heads of the relevant departments to know their opinions on them- .

5 The researcher draws attention to the importance of the Administrative Development Department's cooperation with senior departments in order to determine the extent of the need to provide specialized human cadres in terms of number and quality- .

6 The senior management in each entity must be made aware of the importance of cooperating with the Administrative Development Department in providing it with information that can be used in the administrative development process, which helps it solve the problems that it may face. The senior management in each entity must also be made aware of the importance of following up on the care of office equipment, devices and tools, and rationalizing their use- . .

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

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