

Modern methods for evaluating strategic performance and its role in improving the efficiency and effectiveness of performance

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Abstract

This study aimed to identify modern methods of evaluating strategic performance in improving the efficiency and effectiveness of performance, and to identify if there are statistically significant differences between the variables (gender, academic rank, job title, number of years of experience), and the study sample consisted of (60) male and female employees Department heads, administrative directors and divisional directors ,The researcher used the questionnaire as a tool for the study, and the results of the study showed that modern methods of evaluating strategic performance in improving the efficiency and effectiveness of performance in private colleges came with a high degree from the point of view of the study sample. The results of the study also showed an apparent variation in the arithmetic means and standard deviations attributed to the variables (gender, academic rank, job title, number of years of experience) and in the fields of the tool as a whole. The study recommended the necessity of conducting training courses to develop performance and raise their skills and competencies to obtain distinguished quality in strategic performance in private colleges.

Key words: *strategic performance evaluation, efficiency and effectiveness of performance, private colleges.*

I. Introduction:

The rapid changes touched all aspects of life, as it witnessed an explosion of knowledge and a revolution in the means of communication and information technology, and a person can obtain a lot of information easily, so the process of evaluating strategic performance occupied a large space in research and studies and gained great importance because of its impact on improving and efficiency And the effectiveness of performance in educational institutions, so the progress of institutions and their effective continuation in society depends on their performance and thus the achievement of their goals, Therefore, the strategic performance evaluation must be given importance, and this in turn requires setting objective and fair foundations in evaluating the effort exerted by the employees

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because this will reflect positively on the performance of the organization and vice versa, as the evaluation of the performance of the employees in the organization is an evaluation of the work of the organization accordingly. The organizations are thus keen to create departments to follow up the workers in the organization from their employment to the end of their services (Al-Amiri, 2010)

The evaluation of the performance of employees is considered one of the basic activities for managing individuals in the organization. In order to be able to perform its function to the fullest, it must put in place an effective system to measure the efficiency of working individuals who are appointed and trained to carry out the tasks and duties assigned to them, so to the extent that these individuals successfully perform their duties This confirms the correctness of the personnel management policy in the field of the various functions it performs, as it has chosen suitable individuals to perform the functions available therein (Al-Salem et al., 2002)

Performance is considered one of the basic administrative processes through which institutions can improve, and this in turn reflects the importance of addressing strategic performance within educational institutions, which refers to the integrated system for the distinguished performance of their administrative units as a result of the performance of their members and the improvement of their performance within the colleges within the economic, social and cultural environment in which they exist and interact with them. (Erythema, 2003)

Efficiency and effectiveness are two aspects that go hand in hand when it comes to measuring achievements, as it reflects this trend that defines performance from the two dimensions together, as it was defined as “the relationship between outcome and efforts, and it is also quantitative information most often indicating the state or degree of achievement of the goals, objectives, standards and plans adopted by the organization. And many researchers have asserted that performance has the ability to produce efficiently by consuming few resources.

Study Problem

The problem of the study is that the private colleges do not adopt modern methods in evaluating their strategic performance and continue to use traditional methods and their reliance on financial indicators that are not commensurate with the development achieved by science, and this in turn reflects negatively on the accurate strategic performance evaluation. Strategic performance is one of the concepts of modern management and an effective tool in achieving long-term goals, which in turn made the traditional method of evaluating strategic performance ineffective in dealing with these changes. The use of modern methods to evaluate strategic performance has an effective role in improving and efficiently the effectiveness of its financial and non-financial performance through which Educational institutions can determine their current and future capabilities, and identify the most prominent problems that this sector faces when applying modern tools and methods in evaluating performance. Therefore, this study came in order to identify modern methods of evaluating strategic performance in improving the efficiency and effectiveness of performance.

Study questions:

This study attempted to answer the following questions:

1. What are the modern methods of strategic performance evaluation in improving the efficiency and

effectiveness of performance in private colleges from the employees' point of view?

2. Are there statistically significant differences for the arithmetic averages using modern methods of evaluating the strategic performance of workers in private colleges due to variables (gender, academic rank, job title, number of years of experience)?

Study Objectives:

This study aimed to identify modern methods of strategic performance evaluation in improving the efficiency and effectiveness of performance in private colleges, and to know the level of improving the efficiency and effectiveness of performance from the viewpoint of the study sample due to the study variables (gender, academic rank, job title, number of years of experience).

Study Importance:

Institutions seek to improve their competitiveness and raise their efficiency and effectiveness of performance in all its various aspects. Therefore, the urgent need to adopt modern methods and tools in all departments is an urgent and necessary matter in the process of evaluating performance in private colleges. From the aspects, and in the emergence of the modern concept of performance, which is known as comprehensive performance, which has become imperative to rely on all financial and non-financial measurement indicators, as many educational institutions have shifted towards modern and innovative methods and technologies in conducting the process of performance evaluation and annual review of all its various activities, and the importance of the study is In the following respects:

1. The scientific aspect: The importance of the study as one of the modern topics of great importance at the level of the education sector is represented in studying modern methods of evaluating strategic performance and its role in improving the efficiency and effectiveness of performance in private colleges in order to deepen awareness of the importance of the strategic performance of educational institutions.

2. The practical aspect: The importance of the study stems from the practical side of the results that the study will reach, which may work to solve the scientific problems facing workers in private colleges in the field of strategic planning, thus helping workers to identify modern methods in improving the efficiency and effectiveness of performance They have, which in turn reflects positively on improving their performance.

Study terms:

The study adopts the following terms:

Evaluation: It is “a diagnostic and therapeutic process aimed at knowing the strengths and weaknesses and achieving the educational goals and the effectiveness of the educational program” (Odeh, 2015).

Performance: It is "the degree to which the individual achieves and completes the components of the job in which he works. Performance also reflects the way in which the individual fulfills or satisfies the requirements of his job. Often performance is measured on the basis of the results achieved by the individual at work" (Al-Baz, 2004, 26).

Strategic performance evaluation: It is “an activity concerned with comparing actual results with the targeted results and providing feedback to the management in order to assist it in evaluating the achieved results and

taking the necessary decisions regarding the deviations occurring” (Hunger & Wheellem, 2004, 230).

Efficiency: It is “the relative relationship between inputs and outputs that expresses the ability of the organization to invest its various resources in the best way, exploit them and operate them” (Johnson & Scholes, 2002, 103).

Effectiveness: “the organization’s ability to achieve goals and exploit opportunities available to it in the environment to ensure its survival and continuity and the satisfaction of public needs” (Johnson & Scholes, 2002, 169).

Evaluate strategic performance

Strategic performance evaluation is an accounting system used for the purpose of evaluating the performance of managers of organizations from a strategic point of view. This system is used when responsibilities are delegated to senior management for the strategic business administration. The strategic assessment process is TOM's process of comparing the results achieved with the results to be achieved, and it is based on providing the necessary feedback for performance.

The performance is a reflection of the unit's ability to reach the unfortunate goals effectively and efficiently in light of the optimal use of its available resources, given that performance represents an integrated and dynamic system that requires continuous improvement, giving it a strategic character and linking it to competitive capabilities (Al-Zamili, 2011, 78).

The importance and evaluation of strategic performance

There is great importance to performance, whether at the individual or unit level, and the importance of performance is represented as an important means to reach a specific and specific goal, as it is the outcome and final outcome of all activities carried out by the unit (Al-Ghamdi, 2006, 12), and performance is a key indicator for judging The user’s effectiveness in the unit (Abdul Karim, 2012, 9), which is an important indicator on which many important decisions depend, as it determines the negative and positive trends of the unit’s activity performance, and it works to determine how to approach or move away from achieving goals and implementing plans, and this in turn Reflects the unit’s success or failure (Kamiliya and Amal, 2013, 3).

From another point of view, performance is related to the dimension of adequacy and effectiveness, that is, the unit that is characterized by better performance is the one that combines these two dimensions and runs them well, and thus these two concepts can be explained as follows: (Kamiliyya and Amal, 2013, 5).

Adequacy: There is a difference of views in defining the concept of adequacy, as (Frekjm, et.al, 2000, 345) defined it as the relationship between the accuracy and comprehensiveness with which users achieve certain goals and the resources spent in achieving them, while (Seiler, et. al, 2013, 5) is defined as obtaining the maximum possible performance for any given expenditure of resources.

The effectiveness differed researchers in determining Mhomha was defined as the degree of achievement of short-term and Ataiwilh objectives of the unit, under the efficient exploitation and effective adaptation, with internal and external conditions of the unit (Taorerat 2006, 146). And it was defined as the unit's ability to survive and grow

regardless of the goals it achieves, and this concept is related to the requirements of environmental adaptation, growth and survival, as the unit deals in the framework of achieving its goals with unstable environmental milieu, which means that the potential it requires in continuity and stability makes environmental adaptation and creating a moving balance Among the requirements of its existence (Ibrahim and Bilal, 2015, 4).

Types of performance:

Many researchers have classified the performance despite their difference that the performance is operational, financial and strategic (Al-Nuaimi, 2007, 16), and there are those who classify it to financial performance, which is a narrow concept of performance. Leverage or debt management and securities valuation ratios. As for operational performance, it is considered a middle link for business performance in units. Non-financial operational measures are relied on in measuring performance such as market share, introducing new products, and organizational effectiveness represents the broader field of business performance, which enters In its content the foundations of both financial performance and operational performance, the reason for this is that this field covers the goals of the stakeholders in the unit and works to measure these goals for various parties, and there are many researchers who dealt in their studies with defining the concept of strategic performance, as he sees (Al-Jubouri, 2005 23) that strategic performance can be viewed as being the nature of the action required by the unit as a whole to achieve the required goals and thus be a basis for identifying ideas and perceptions according to improvement. He defined it (Muhammad, 2008, 108) as a function of all the activities of the unit and the mirror that reflects its situation from various sides, and therefore it is a product of the outputs obtained from the processes and inputs that reflect the unit's ability to achieve Its long-term goals.

Recent trends of the process performance evaluation:

Among the recent trends in performance evaluation, which can be summarized as follows (Shawish, 2005: 159):

1. The tendency to use fewer adjectives that are the subject of evaluation, while broadening and deepening the meanings used.
2. The tendency to use simple and easy-to-use methods for monitoring estimates and extracting working results.
3. The tendency not to calculate an overall value for the efficiency of the worker, and to be satisfied with partial estimates of the person's various aspects.
4. Increased cooperation and interaction between the different administrative levels in the evaluation process, Is not being restricted to the immediate supervisor only.

To identify the difference between performance evaluation and performance evaluation, as these two terms are frequently confused, especially in some Arabic literature, and are used as synonyms for the same process. The performance expected by the founder, and this includes filling out specific forms. As for performance evaluation, it is a comprehensive process that includes administrative reform and development processes, starting with improving

expected performance levels and ending with the performance development phase, where the performance evaluation process is part of a management program.

II. Indicators of the performance appraisal process:

The indicator represents a quantitative or qualitative measure or variable of performance that is used to demonstrate the change and provides details of the extent of work to achieve the results. In order for the indicators to be useful for monitoring and evaluating the results, they must be direct, objective, appropriate and updated regularly, as well as conclusions that can be drawn from the data provided and may include comparison with Objective foundations, ratios, general trends, or judgments based on technical expertise, and indicators differ according to the level that takes place upon evaluation. The indicators are also affected by the nature of the activity whose performance is evaluated (Al-Kaabi and Amran, 2011-42), and there are many foundations that can be found in The indicator is (Al-Mohsen et al., 2010 - 546).

- Sensitivity and fast information provision.
- Simple and uncomplicated in measurement and arithmetic.
- Clear and not misleading.
- Better to be the digital type.
- It should express an important characteristic that has a clear effect on the results.
- Can be used in making decisions about deviations.

There are many indicators included in the performance evaluation process and according to the balanced scorecard can be divided into two groups as follows:

First: a set of financial indicators:

The use of financial ratios and indicators for the purposes of evaluating strategic performance has become so widespread that it can be said that it may not be imagined that any data on the performance of units and their financial positions be analyzed without using financial ratios and indicators on five groups: (Al-Hasnawi, 2014, 249).

1. Liquidity ratios: It is used to measure the unit's ability to face debts and short-term receivables.

Among these ratios are:

- Current Ratio = Current Assets / Current Liabilities.
- Quick Ratio = Current Assets - Stock / Current Liabilities.
- Cash Safety Period = Total Safety Assets (Cash + Securities + Receipts) / Average Daily Payments (Cost of Goods Sold, Selling and Distribution Expenses, General and Administrative Expenses and Rentals / Number of Days of the Year.

2. Activity ratio: Also called turnover ratio or asset management ratios, it measures the unit's efficiency in using assets in achieving sales. Among these ratios:

- Current Assets Turnover = Sales / Total Current Assets.
- Fixed Asset Turnover = Sales / Net Fixed Assets.
- Total Assets Turnover = Sales / Total Assets.
- Inventory turnover = Cost of Goods Sold / Average Inventory (First term inventory + end of term / 2 inventory)
- Receivables turnover ratio = future sales / accounts receivable or 360 / collection period.

3. Borrowing ratios: What is meant by the borrowed capital are all the money of others, which are current liabilities, medium-term loans and long-term loans. Among these ratios are:

- Loan to Equity Ratio = Total Loans / Total Equity.
- Gearing ratio = total liabilities / total assets.

4. Coverage ratios: It measures the unit's ability to pay fixed liabilities such as debt returns, rents and reserves. These ratios give an indication of the degree of risk the unit is exposed to in the event of a decrease in its rates from previous years, including:

- Interest Coverage Ratio = net profit before interest and tax / interest.
- Fixed Charge Coverage Ratio = EBIT + interest + rents / interest + rents.

5. Profitability ratios: These ratios give indications of the unit's ability to manage revenues resulting from sales and expenses that are deducted from the income statement, including:

- Gross Profit to Sales Ratio = Sales - Cost of Sales / Sales.
- Rate of return on investment = Net Profit after Tax / Net Assets.
- Return on Equity = Net Profit After Tax / Net Assets.
- Return on Equity = Net Profit After Tax / Equity.
- Value-added index. This indicator represents the most important indicators for judging the performance of the unit from the point of view of society.
- Total value added = resources - production requirements.

The value-added index is considered one of the important indicators at the national level, as it focuses attention on how much the production process has added to raw materials, raw materials and intermediate goods by means of human and material effort, so that it has a greater carrying capacity (Al-Obaidi, 2009, 38).

Second: Previous Studies:

Abu Sharkh's study (2012) aimed at identifying the extent to which the Balanced Scorecard could be used as a tool for evaluating the performance of the Islamic University of Gaza from the viewpoint of the university's employees, analysing the theoretical, scientific and applied foundations of the Balanced Scorecard, and exploring the accounting system applied in the Islamic University from the perspective of performance appraisal. Determining its weaknesses and strengths, identifying the extent to which the Balanced Scorecard can be applied to evaluate the performance of the Islamic University of Gaza, presenting the procedures for applying the Balanced Scorecard to

the university sector represented by the Islamic University of Gaza, and providing a detailed and integrated application framework for implementing the Balanced Scorecard in Palestinian universities in a manner. In general and in the Islamic University of Gaza in particular. In order to achieve the objectives of the study and test its hypotheses, the study relied on primary and secondary data. A questionnaire was designed to survey the opinion of the sample members with (52) respondents. The study relied on the method of descriptive and analytical approach, analysing the study variables and testing its hypotheses.

A study (Abd al-Rahman, 2014) to identify the concept of balanced performance measurement and the extent to which it can be applied in evaluating the performance of Sudanese universities, studying and analyzing the university performance evaluation system currently in use, identifying its strengths and weaknesses, and demonstrating its suitability to the needs of universities, as well as identifying the impact that balanced performance measurement has on the organization's strategy And proposing a performance evaluation system that addresses the problems facing the current evaluation system by adopting a balanced score card perspective, with its four axes (clients, financial, internal operations, education and growth), applying to the International University of Africa for the period from (2008-2013), where the study sample consisted of faculty deans and heads The scientific departments of the colleges, and to collect field study data, a questionnaire consisting of four axes was designed and distributed to the study sample and the data collected through the study tool were subjected to statistical tests using the statistical analysis program SPSS, and the study concluded that the university administration encourages and supports the style of work in the spirit of one team And that the university's resources are used in achieving the university's goals.

the years discussed according to the perspectives of the balanced scorecard. The study focused in the governorate of Baghdad and exclusively in the General Company for Land Transport, one of the formations affiliated with the Ministry of Transport and Communications, to identify its level of performance for the years that followed (2003) to determine the areas of strength and weakness in them. The feasibility of continuing the work, and the results showed that in the year (2007) the company achieved an average performance level, which is higher than the approved parts threshold for accepting performance.

III. Study Methodology

This study uses the descriptive survey approach due to its suitability and nature of this study, and in explaining the main objective of modern methods of evaluating strategic performance in improving the efficiency and effectiveness of performance in private colleges.

Study Population & Sample:

The study population consisted of all academics in private colleges, including deans, department heads, and faculty members, who are (60) who hold the job title (Assistant Dean, Department Head, Department Reporter,

Administrative Department Director, Administrative Division Director, Accounts Division Director) according to resource statistics Humanities for private colleges for the academic year (2020/2021). The entire study population was taken, and (60) questionnaires were distributed to the members of the study sample, and they were retrieved in full, valid for the purposes of statistical analysis, at a rate of (82.7%). Table (1) illustrates this:

(1) Table

Distribution of study sample individuals according to the study variables

variable	Categories	Number	percentage
Gender	Male	30	%50
	Female	30	%50
Total			
Academic rank	Professor	15	%25
	Assistant Professor	10	%16.5
	Teacher	17	%28.5
	Teacher assistant	18	%30
Total		60	%100
Job title	Assistant Dean	5	%8.5
	Head of Department	7	%11
	Department decision	8	13.5
	Administrative department manager	17	28.5

	Director of Administrative Division	15	%25
	Director of Accounts Division	8	13.5
Total		60	%100
Years of Experience	5-7 years	35	% 58
	8-10 years	17	28.5
	More than 10 years	8	13.5
Total		60	%100

Study tool:

To achieve the objectives of the study, the researcher designed a questionnaire consisting of two areas. The first area included the paragraphs of the study variables related to the members of the study sample (gender, academic rank, job title, number of years of experience). The second field dealt with areas related to modern methods of evaluating strategic performance in improving the efficiency and effectiveness of performance in Community colleges.

(2) .Table No

The values of the internal consistency factor of Cronbach alpha

Tool	Strategic performance evaluation	Reliability factor Cronbach alpha
Modern methods of evaluating	Belonging and loyalty	0.93
	Gains and returns	0.82
	Nature and conditions of	0.91

strategic performance	work	
	Development and training	0.90
	Participation and justice	0.88

Statistical treatment:

The study used the (SPSS) program to extract the results of the questionnaire distributed to the study sample. The following statistical tests were used:

To answer the first question, arithmetic means and standard deviations will be used to answer the first question, and for the second question, multiple variance analysis will be used.

To answer the question, arithmetic averages and standard deviations were extracted for modern methods of evaluating strategic performance in improving the efficiency and effectiveness of performance in private colleges from the point of view of the study sample. Table (3) shows that:

Table No. (3) Arithmetic averages, standard deviations, degree and arrangement of modern methods of evaluating strategic performance in improving the efficiency and effectiveness of performance in private colleges from the point of view of the study sample arranged in descending order.

Rank	Number	The fields	Mean	S.D	Level
1	3	Belonging and loyalty	3.98	0.63	High
2	1	Gains and returns	3.90	0.47	High
3	5	Nature and conditions of work	3.68	0.61	High
4	2	Development and training	3.61	0.65	High
5	4	Participation and justice	3.60	0.56	High

Total mean	3.75	0.53	High
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The previous table showed that modern methods of evaluating strategic performance in improving the efficiency and effectiveness of performance in private colleges came with a high score, with an arithmetic average (3.75) and a standard deviation (0.53), and the arithmetic averages ranged between (3.60-3.98) with a high and medium degree of appreciation. The field of gains and returns came first with an arithmetic mean (3.98) and a standard deviation (0.63) within a high degree of appreciation, followed by the field of development and training in second place with an arithmetic mean (3.90) and a standard deviation (0.47) within a high degree of appreciation. As for the field of belonging and loyalty, it came in third place with an arithmetic mean (3.68) and a standard deviation (0.61) within a high degree of appreciation, while the field of participation and justice came in fourth place with an arithmetic mean (3.61) and a standard deviation (0.65) within a medium degree of appreciation. The last is the field of the nature and conditions of work with a mean (3.60) and a standard deviation (0.56) within an average grade.

Table No. (4) the arithmetic averages, standard deviations, the degree and the order of the first domain paragraphs belonging and loyalty arranged in descending order.

Rank	Number	The fields	Mean	S.D	Level
1	1	My pride in the type of work assigned to me makes me feel important in college.	4.22	0.76	High
2	2	The spirit of cooperation prevails among the employees at work in the college.	3.95	0.74	High
3	5	The relationship	3.82	0.85	High

		between staff in the college is based on respect and .trust			
4	4	Sometimes I feel like my work has no meaning	3.81	1.05	High
5	3	Satisfaction with work is good and fairly high	3.69	0.67	High
Belonging and loyalty			3.90	0.47	High

The previous table showed that modern methods of strategic performance evaluation in improving the efficiency and effectiveness of performance in private colleges in the area of affiliation and loyalty were high, with the arithmetic mean (3.90) and a standard deviation (0.47). Paragraph No. (1) came which states: "The work assigned to me makes me feel important in college." In the first place, with an arithmetic mean of (4.22), and a standard deviation (0.76) within a high degree of appreciation, Paragraph No. (2) came, which states that "the spirit of cooperation prevails among employees at work in the college." In the second place, with an arithmetic mean of (3.95) and a standard deviation (0.74) with a high degree of appreciation, while paragraph (3), which reads "Satisfaction with work is good and somewhat high", came last, with an arithmetic mean (3.69) and a standard deviation (0.67) within High grade.

Results related to the second area: gains and returns:

Table No. (5) The arithmetic averages, standard deviations, the degree and the order of the second field paragraphs, the gains and returns in descending order.

Rank	Number	The fields	Mean	S.D	Level
6	7	Your performance is	3.74	1.05	High

		matched by thanks.			
7	9	Is the material and moral incentive important for the continuation of the employees' work and the success of the work	3.68	0.98	High
8	8	Rewards and appreciates outstanding employees	3.58	1.07	Medium
9	6	The salary I am currently earning is satisfactory to the tasks and responsibilities within work.	3.42	1.04	Medium
Gains and returns			3.61	0.65	Medium

The previous table showed that modern methods of evaluating strategic performance in improving the efficiency and effectiveness of performance in private colleges in the field of earnings and returns came in a medium degree, where the arithmetic average was (3.61) and a standard deviation (0.65), within a moderate degree, and paragraph No. (7) came Which states that "your performance of your work is matched with thanks" in the first place, with an arithmetic average of (3.74), and a standard deviation (1.05) within a high degree of appreciation. Paragraph No. (9) came which states, "Is the material and moral incentive important for the continuation of the employees' work and the success of the work?" In the second place, with an arithmetic average of (3.68) and a standard deviation (0.98) with a high degree of appreciation, while paragraph (6), which reads "The salary that I currently

receive is satisfactory to the tasks and responsibilities within the work,” came last, with an arithmetic average (3.42) and a standard deviation (1.04) Within a high grade rating.

Results related to the third area: Nature and conditions of work:

Table No. (6) the arithmetic averages, standard deviations, the degree and the order of the third field paragraphs, the nature and work conditions, arranged in descending order.

Rank	Number	The fields	Mean	S.D	Level
10	11	Is available in the workplace cooling, ventilation and lighting.	3.82	0.81	High
11	12	Do you think you're in the right place for the practical experience and qualification.	3.81	1.01	High
12	10	Colleges work to provide modern technologies such as the Internet and computers.	3.48	0.77	Medium
Nature and conditions of work			3.98	0.63	High

The previous table shows that the modern methods of evaluating strategic performance in improving the efficiency and effectiveness of performance in private colleges in the field of nature and working conditions came to a high degree, where the arithmetic mean was (3.98) and a standard deviation (0.63), within a moderate degree, and

Paragraph No. (11) came) Which states “Is there cooling, ventilation and lighting in the workplace” in the first place with a mean of (3.82), and a standard deviation of (0.81) within a high degree of appreciation, and Paragraph No. (12) came which states “Do you think you are in the right place? For your experience and your practical qualifications "in the second place, with an arithmetic average of (3.81) and a standard deviation (1.01) with a high degree of appreciation, while paragraph (10) which reads" Colleges working to provide modern technologies such as the Internet and computers "came in last place, with an arithmetic average (3.48) and a standard deviation (0.77) within an average grade.

Results related to the fourth domain: Development and Training:

Table No. (7) the arithmetic averages, standard deviations, the degree and the order of the fourth field items, development and training, arranged in descending order

Rank	Number	The fields	Mean	S.D	Level
13	13	The colleges encourage and support workers to develop their skills and abilities to achieve their goals.	3.73	0.77	High
14	14	There are great opportunities to upgrade with good performance.	3.51	0.88	Medium
15	15	Training gives employees the skills that enable them to improve	3.35	0.98	Medium

		service quality and reduce errors			
Development and training			3.60	0.56	medium

The previous table shows that the modern methods of evaluating strategic performance in improving the efficiency and effectiveness of performance in private colleges in the field of development and training came with a medium degree, where the arithmetic mean was (3.60) and a standard deviation (0.56), within a medium grade, and Paragraph No. (13) came Which states, "Colleges encourage and support workers in order to develop their skills and abilities in achieving their goals" in the first place, with an arithmetic average of (3.73), and a standard deviation (0.77) within a high degree of appreciation, and Paragraph No. (14) which states: "There are opportunities Great for the promotion of good performers "in the second place, with an arithmetic average of (3.51) and a standard deviation (0.88) within an average degree of appreciation, while paragraph (15) reads:" Training gives workers the skills that enable them to improve service quality and reduce errors "in the rank The last, with a mean (3.35) and a standard deviation (0.98), within an average grade.

Results related to the fifth domain: Participation and justice:

Table No. (8) The arithmetic averages, standard deviations, the degree and the order of the fifth field items, participation and justice, arranged in descending order.

Rank	Number	The fields	Mean	S.D	Level
16	16	Judging employees' performance on the basis of their effort, not on the basis of personal relationships.	3.88	0.93	High
17	17	Colleges administration is interested in achieving	3.84	0.91	High

		justice by distributing it among the employees.			
18	18	Dealing with employees who perform poorly and well in a fair and equitable manner.	3.63	0.86	medium
19	19	The official treat me with respect.	3.59	1.12	medium
20	20	Opportunities are given to workers to participate in decision-making, opinion and constructive criticism.	3.51	1.03	medium
Participation and justice			3.68	0.61	High

The previous table shows that modern methods of strategic performance evaluation in improving the efficiency and effectiveness of performance in private colleges when participation and justice came to a high degree, where the arithmetic average was (3.68) and a standard deviation (0.61). Paragraph No. (16) came which states: The performance of the employees through their efforts and not on the basis of personal relationships in the first place with an arithmetic mean of (3.88), and a standard deviation (0.93) within a high degree of appreciation. Paragraph No. (17) came which states: "The college administration is keen to investigate Equity through its distribution of tasks among employees "in the second place, with an average of (3.84) and a standard deviation (0.91) within a high degree of appreciation, while Paragraph (20) which reads" Giving opportunities to workers to participate in making a statement and expressing constructive opinion and criticism "ranked The latter, with a mean (3.51) and a standard deviation (1.03), within a high grade

Results related to the second question: Are there statistically significant differences for the arithmetic averages using modern methods of evaluating the strategic performance of workers in private colleges due to variables (gender, academic rank, job title, number of years of experience)?

Table (9)

The arithmetic averages and standard deviations of faculty members' perceptions of using modern methods of evaluating the strategic performance of workers in private colleges are attributed to variables (gender, academic rank, job title, number of years of experience).

variable	Variable classes		belonging and loyalty Gains and returns	condition or development and training participation and justice	Total			
Gender	Male	S	3.9 2	3.5 7	3.9 7	3.5 6	3.5 9	3.7 2
		A	0.6 0	0.4 5	0.4 0	0.2 4	0.3 5	0.1 9
	Female	S	3.9 0	3.5 3	3.9 1	3.5 7	3.6 4	3.7 1
		A	0.7 1	0.9 7	0.9 4	0.8 3	0.9 0	0.7 9
Academic rank	Professor	S	3.8 9	3.4 9	3.9 2	3.6 1	3.6 0	3.7 0
		A	0.7 7	0.5 0	0.5 2	0.9 0	0.9 8	0.8 6
	Teacher	S	3.9 4	3.6 2	3.9 2	3.4 9	3.6 8	3.7 3
		A	0.9 3	0.8 2	0.4 2	0.9 1	0.9 1	0.4 1
	Teacher assistant							

	t							
		Professor	S	3.95	3.55	3.95	3.55	3.65
Assistant Professor	A	0.68	0.93	0.90	0.79	0.86	0.76	
	S	0.61	1.04	0.41	1.02	1.03	1.01	
Teacher	A	3.85	3.45	3.90	3.63	3.60	3.70	
Experience	5-7 years	S	3.91	3.50	3.85	3.44	3.53	3.65
		A	0.51	0.41	0.41	0.32	0.34	0.18
	8-10 years	S	3.94	3.72	4.05	3.61	3.81	3.83
		A	0.68	0.93	0.90	0.79	0.86	0.76
	More than 10 years	S	3.88	3.47	3.91	3.65	3.62	3.71
		A	0.41	0.41	0.38	0.51	0.32	0.61
	5-7 years	S	3.95	3.55	3.95	3.55	3.65	3.73
		A	0.82	0.31	1.01	0.97	1.05	0.93
8-10 years	S	3.95	3.55	3.95	3.55	3.65	3.73	
	A	0.82	0.31	1.01	0.97	1.05	0.93	
Head of Department	S	3.95	3.55	3.95	3.55	3.65	3.73	
	A	0.82	0.31	1.01	0.97	1.05	0.93	
Department	S	3.95	3.55	3.95	3.55	3.65	3.73	
	A	0.82	0.31	1.01	0.97	1.05	0.93	

Job title	decisio n							
	Admini strative depart ment manage r	S	3.8 6	3.5 0	3.8 8	3.6 3	3.6 1	3.6 9
	Directo r of Admini strative Divisio n	A	06. 1	1.0 4	0.4 1	1.0 2	1.0 3	1.0 1
	Directo r of Accoun ts Divisio n	S	3.8 4	3.5 7	3.9 0	3.5 0	3.5 8	3.6 8
	Head of Depart ment	A	0.5 3	0.8 6	0.8 0	0.5 9	0.7 3	0.5 2
	Depart ment decisio n	S	3.8 2	3.5 1	3.8 7	3.6 1	3.6 0	3.6 8
	Admini strative depart ment manage r	A	06. 0	1.0 3	0.4 0	1.0 1	1.0 2	1.0 3

Director of Administrative Division	S	0.66	0.90	0.91	0.71	0.81	0.73
	A	3.85	3.45	3.90	3.63	3.60	3.70
Head of Department	S	0.60	0.98	0.93	0.69	0.78	0.73
	A	3.81	3.42	3.89	3.61	3.57	3.70

S = mean, A = standard deviation

Table (9) shows an apparent variation in the arithmetic means and standard deviations for using modern methods of evaluating the strategic performance of workers in private colleges due to the study variables, in the fields and in the tool as a whole.

IV. Findings, recommendations and proposals

First: Results:

The results of the study showed a relationship between modern methods of evaluating strategic performance and improving the efficiency and effectiveness of performance in private colleges, as many workers emphasized the use of strategic performance on the importance of using it due to its importance in improving their efficiency and effectiveness on performance.

The results of the study also showed apparent variation in the arithmetic means and standard deviations due to variables (gender, academic rank, job title, number of years of experience) and in the tool's areas as a whole.

The results showed that the degree of using modern methods to evaluate the strategic performance of workers in private colleges variable of affiliation and loyalty with an arithmetic mean of (3.90) and a standard deviation (0.47) with a high score.

The results also showed that the variable of gains and returns came with an arithmetic mean of (3.61) and a standard deviation (0.65), within an average degree of appreciation.

And that the field of the nature and conditions of work has reached the arithmetic mean (3.98) and a standard deviation (0.63) within an average grade.

And that the field of development and training came with a moderate degree, with the arithmetic mean

(3.60) and a standard deviation (0.56), with a medium grade rating.

As for the field of participation and justice, it came with a high score, with the arithmetic mean (3.68) and a standard deviation (0.61), within a medium grade.

Second: Recommendations and proposals

From the results of the study, the study recommends the following:

The necessity of conducting training courses to develop performance and raise their skills and competencies to obtain distinguished quality in strategic performance in private colleges.

The necessity of educating workers on the importance of the impact of non-financial indicators and their impact on performance evaluation and not to ignore them during the evaluation process.

Working on setting targeted standards for strategic performance that can be used in evaluating their performance and knowing their competitive position among the rest of the colleges and universities.

The colleges evaluate their performance periodically to avoid strengths and weaknesses in their performance and work to address.

Conducting studies and research to find out the relationship between modern methods of strategic performance evaluation and its impact on financial performance in the educational sector.

Work to provide capabilities and facilities that help to develop an appropriate environment for the development and evaluation of strategic performance in order to improve efficiency and increase effectiveness in performance of private colleges.

The necessity of working on the use of modern methods in evaluating the strategic performance and developing the skills of workers in order to keep pace with the development and increase the efficiency that contribute to improving the effectiveness of performance in private colleges.

The study with its recommendations is that there should be financial allocations by the higher management for the purpose of documenting its actions to cover financial expenditures by accounts when setting up courses and attracting specialized technical staff and communicating with sober universities for the purpose of seeing how to evaluate the performance of its leading and middle staff by working on using various and modern methods of performance evaluation.

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