

THE PROCESS OF CONTINUOUS DEVELOPMENT (IMPROVEMENT) AND ITS EFFECTS ON ORGANIZATIONAL PERFORMANCE IN THE DEPARTMENT OF LANDS AND SURVEY

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Abstract

The research paper aims to build a comprehensive model of the organization and to the continuous development and improvement process, so as to be a methodological basis the helps researchers in possessing a comprehensive that will enable them to conduct the researches in the field of continuous development. It also aims to measure the effect of continuous development processes on the organizational performance in department of lands and survey and measuring the levels of continuous development in the department.

220 questionnaire form papers were distributed randomly on the study population, and 203 of them were answered and delivered back. Statistical analysis was conducted on them. The research employed field study with random sampling, and descriptive and analytical methods of research.

The results firmly showed the public weakness in all constituents of the continuous development process , and that the effect of the continuous development process on the organizational performance which is represented in five total circles : the organization philosophy , its general system , its administrative processes , its operational processes , and processes organization maintenance itself was more weak , and that even the effect in the whole development process itself was also weak .

These results impose the higher management conducting comprehensive assessments and preparing development plan that should include all the organizational capability constituents so as to be complied with total quality management TQM criteria.

Keywords : Development, continuous development, organizational performance

Introduction

There is no doubt that any organization sticks to higher goals represented in sustainability and development demands, and that it employs all its capabilities so as to achieve these goals. These goals were represented in what so called administrative reform in the western world organizations and the countries that followed the western management thought during the fifties of the last century, then in what was later called administrative development, and finally the so called continuous improvement in the framework of TQM thought. The terms, the contents, the techniques and the tools changed, but the goals remained unified.

Total quality management TQM, which emerged in the beginning of the last century eighties, meant achieving comprehensiveness of TQM in all organizations, the major and the minor of them, and developing them according to a new administrative philosophy that focuses on the collective content of the organization. TQM bases itself to a system of values that focuses on the spirit of team work instead of the individual, and on values of cooperation instead of conflict and competition. IT also focuses on the continuous improvement demand which focuses on the culture of the organization that incorporates all the organization's capabilities and constituents instead of the reform demand which focuses on the system of rules and procedures, and instead of administrative development demand which focused on training and developing human resource skills. (<http://www.referenceforbusiness.com/management/Comp-De/Continuous-Improvement.html>)

All research studies and authorized books in TQM included clear notes regarding the continuous development and organizational performance, nevertheless, no prudent follower to the treatises and the provided data on this field of research can find a clear and comprehensive model that can be reliable in building a strategy for continuous improvement (Oakland,2012). Even that the major criteria provided by western countries and some Arab countries to assess organizational performance and the extent of achieving total quality TQ, did not provide a comprehensive model for that, only focused on some partial constituents of the organizations (Rawlins,2008) such as Aldridge criterion which was applied by many organizations in the USA, and was adopted in Jordan in the criterion that " King Abdullah

II award for excellence " accredited , and in the European criterion which was applied by the European countries and The UAE awards of excellence ⁶² .

Research significance and goals

The significance of the research lies in that it works on achieving the following goals:

1. Building an integral model for continuous development or improvement.
2. Enabling methodological researchers to possess a comprehensive model which will enable them to conduct their studies and researches on the continuous development subject.
3. Measuring the level of continuous development in land and survey department.
4. Measuring the effect of continuous development processes on the organizational performance in the department.

The research problem

The research problem can be defined in answering the following major questions:

1. What is the total objective concept of the continuous development process?
2. What is the integrated concept of the organization?
3. What is the integrated model of the continuous development process?
4. What is the level of the continuous development in the land and survey department?
5. What is the effect of the continuous development process on the organizational performance in the department?

Answering these fundamental questions will represent the core of this research and its matter , within the major assumption that the level of continuous development in the land and survey department is almost weak , and the assumption that the effect of the continuous development in the department on the organizational performance is also weak , which in turn affirms the lack of an integrated development system , and lack of reliance on an objective strategy needed to manage this process and insure its effectiveness in the organization development of the pertaining organization .

⁶² -Baldrige criterion is made of the following constituents : 1- managerial leadership , 2- strategic planning , 3- workforce engagement ,4- customer focus ,5- (Measurement , analysis , and knowledge management) , 6- operation focus , 7- results

European criterion is made of the following constituents: 1- Leadership, 2-Personnel Management, 3-Strategy and Policy, 4- Resources, 5-Processes ,6-Personnel Satisfaction7 ,- Client Satisfaction, 8- Social Impact, and 9- Operational Results.

www.12manage.com/methods_efqm_ar.html

Research Methodology and sample

A random sample of 220 persons that incorporated all personnel classes was adopted, and 203 questionnaire forms were delivered back with answers. A scale of 10 points was adopted to measure the variables .The researcher believes that Likert scale with 5 points leads to less accurate results ; 20% difference among results has been found , which is an objective regarding results measurement .thus , Likert scale was preferred since it has 10 % difference among results , which is comparatively acceptable .moreover , this scale grants the study population individuals an objective relief in their assessments and scaling during their questionnaire form answering .

Major terms

Model: the abstract expression about all the constituents that constitute a phenomenon, therefore, the organization model is the total abstract expression about all the organization constituents, and the continuous development model is the total abstract expression about all the continuous development process constituents. (Assaf, 2012)

Continuous development process: it is the process that aims to maintain and develop the organization with all its constituents and its organizational performance, and enable it to achieve its goals of survival and growth.

<http://www.referenceforbusiness.com/management/Comp-De/Continuous-Improvement.html>

Organizational performance: an expression of the sum of interaction between all the constituents of the organization that can be represented in five major circles : the organization philosophy or its value system , the general order of the organization circle ,the administrative processes circle , the productive and operational processes circle , and the circle of the organization maintenance processes that is represented in the continuous development process . (Assaf, 2012)

Literature review

Most of the previous studies concentrate around TQN and its effects, with much less concentration on the continuous improvement, which does not treat it in a total integrated model. Of the most recent studies to be mentioned: (Alabbadi and Alasadi, 2011) titled "determination of the effect of TQM on the strategic performance. IT aimed to measure the effect of Implementing TQ principles on the performance of the organizations under study. It questioned some university body leaders and resulted in affirming its hypotheses that assumed an effect of TQM on the strategic organizational performance. Also the study of (khan, 2011), titled " TQM and Organizational Performance: moderating role of - Managerial Competencies ', which aimed to research the effect of TQM on the organizational performance. It concluded in affirming the role of TQM, particularly in innovation

atmosphere and the continuous improvement in organizational development and their organizational performance. and finally , the study of (Prajogo&Sohal, 2006) , " The Relationship Between Organization Strategy, TQM, and Organization Performance–The Mediating Role of TQM , which aimed to research the relation between TQ and the organization strategy from a side and the organizational performance on the side .the results affirmed the relation between those variables.

Discriminating concepts (development , change , reform , *administrative development*)

While many concepts overlap among the many researchers, it is important to recognize the objective dividings that distinguish one from another, so as to guarantee the accurate understanding, and for accuracy of the processes. Administrative thought , specially the western and the related in other countries , used to look administrative reform as a partial and gradual process , and that what also applies to the concept of improvement within the traditional content .It also concentrates the reform on a system of regulating laws to the administrative life in the organizations , and the related procedures , tools , and applied techniques . This concept dominated alongside the domination of the traditional administrative thought which was concentrated around the " management by laws" technique MBL , a term that was still in use to later stages in many western and Arab countries (Assaf , 2004)

As far as the concept of the administrative development is concerned, it emerged in the western communities alongside with the emergence of the behavioral thought which demanded the interest in the human element as a basis in the production process. This concept concentrated around the training process regarding it the process that focuses on developing the needed skills to develop the productive capabilities of the personnel. The concept was used in most of the Arab countries, but it relapsed under the pressure of widespread of the reform concept, with no interest in the objective dividings. (Assaf, 2004)

The administrative development emerged alongside the administrative development concept, but within a content that demands the compressive concentration on all the organization's constituents, not to limit the concentration to a limited number of factors. the concept was used with this content before the emergence of idea of TQM , therefore , there should not be a confusion between the change and development in the western and Arab thought , and in the practices of the many officials in the Arab governmental bodies , in particular when they make continuous changes and consider them a development . The changes they made is not a well-forethought process, it depends on personal judgment, could be partial or total, with UN guaranteed results that are often negative. On the other hand,

development is a total process that is objective, reasonable and continuous, which must produce positive results. (Assaf, 1979)

Management philosophy and the continuous development process

Management philosophy developed over few major stages, but the continuous development process only emerged during the last stage. The researcher determined the milestone stages of the management philosophy in his book " theory I for management superiority (**excellence**): theory of management via values ", which can be represented in the following stages: (Assaf, 2005)

1st : sufficiency philosophy stage , which is the philosophy that dominated the traditional thought , and means that the management should order the workers to work on achieving the goals and the definite tasks according to pre-set stipulations in terms of quantity , quality , modality , time and cost , and the strict adherence to the higher management demands . This philosophy corresponds to management by law technique MBL.

2nd: efficiency philosophy stage, the philosophy that dominated the behavioral thought which conforms to the management by objectives technique. It means that the workers have to achieve what the management decides within the best conditions (stipulations) in terms of quantity ,(modality , quality) , time , and cost , and that the worker should possess the initiative to achieve that .

3rd : Effectiveness philosophy stage , which dominated the TQM thought or excellence management and also conforms with management by values technique MBV . Within this framework, effectiveness means efficiency with the management ability to provide two major guarantees that insure a dedicated work to achieve it .These two guarantees are represented in two strategies:

- Unification of the organization goals, workers goals and the community goals.
- The continuous development strategy.

Thus, the continuous development process represents one of the major pillars that represent the philosophy of the management that targets excellence (superiority).

The integrated model of the organization

The basis of building any models for any phenomenon is the determination of the basic building unit that shapes the model existence and motion. Scientific studies confirmed that the unit of building of the various material phenomena is the atoms, and that the laws that govern the conduct of any chem. Element exist within the atoms of that element, and

that anyone who wants recognizes those laws should research within its atom. Consequently, sciences of matter are atom sciences.

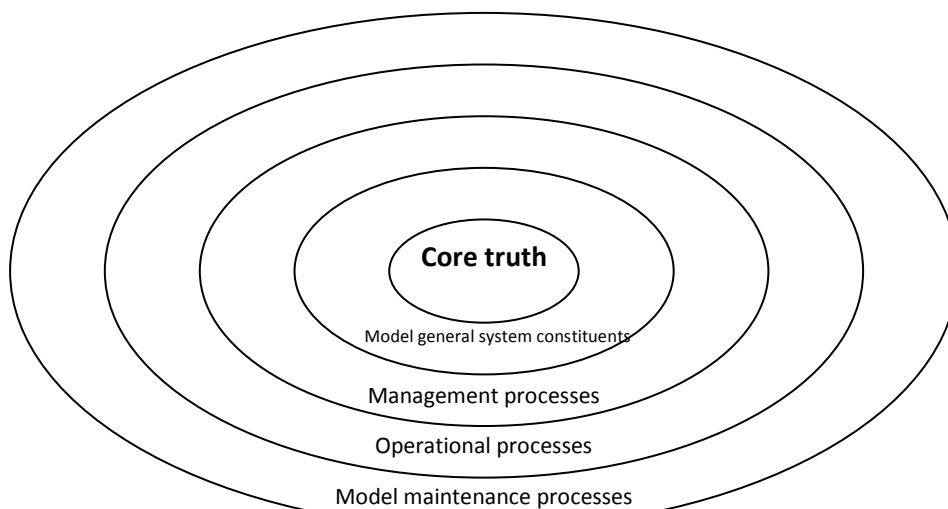
Also, as far as biological phenomena concerned, science confirmed that the building unit of these phenomena is represented in its live cells, and that properties of any species and laws that govern his existence and his motion exist in his cell, and that anyone who wants to search for that should must research within the cell borders. Consequently, biology is basically cell science.

On the other side , humanitarian , political , social , administrative phenomena , etc. which emerge as a result of human interactions , and the variety of these interactions according to their fields , their building unit is represented in the core values the govern every interaction type , and that the core value in any relation is the basic law that governs the pertinent phenomenon , and that the secondary values that revolve around the core value to form the system of values are the secondary laws govern the existence and motion of the phenomenon , therefore , human sciences are value sciences .

Model shaping is based on determination of the building unit; materialistic and live models emerge and shape according to that with subordination to the Good's well and rules in creation, embodiment and incarnation. On the humanitarian models side, sane person has to recognize the core value that represent the building unit of the pertinent phenomenon, then start to form his model based on it .Without that, the building process of any model remains false and unable to present an integrated model at all and that is what organizational processes conducted by councilors who are ignorant of this core demand suffer.

In his book " theory I of the management excellence: theory of management by values " (Assaf, 2005) show this situation. He ended into building the model of the organization as shown in the following shape:

Shape no.1: constituents or elements of the model

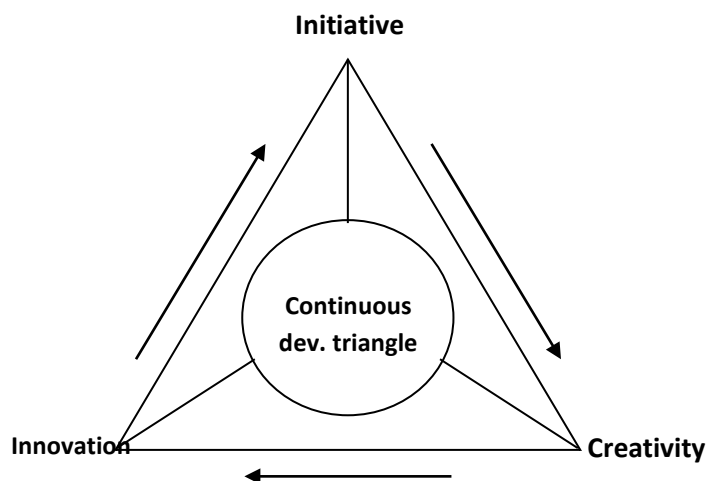


Source: Assaf, 2013 p43.

The integrated model of the continuous development process (model I)

In accordance with the content of the theory of management excellence: theory of management by values, a model I for the continuous development was built. The model is based on three demands that every one of them needs a special strategy that insures its achievement, as illustrated in the following shape:

Shape no. 2: Continuous dev. Triangle constituents



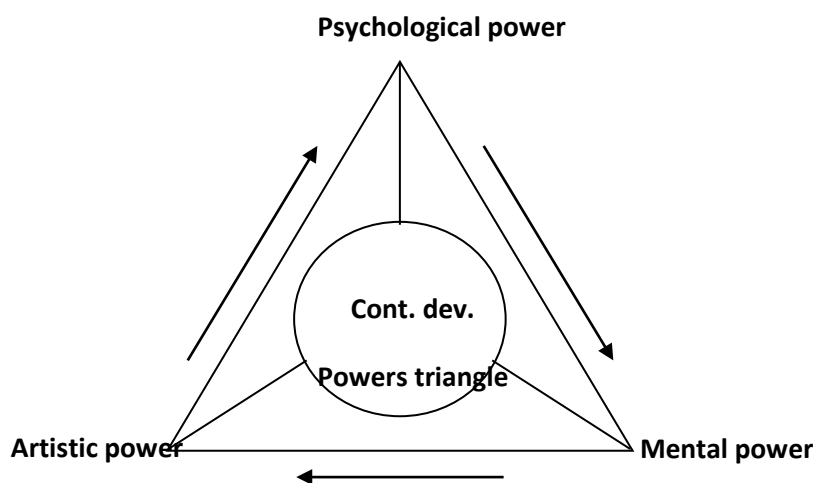
Source: Assaf, 2013 p45.

A representative of this triangle and parallel to it is the humanitarian powers triangle; the initiative is an expression about the psychological and moral power that grows within the general personality of the workers .The more goals of individual link to the organization's goals the more this power expresses itself.

Creativity is an expression of the mental power of the workers and expresses their abilities to provide excellent and various ideas. As noticed , it impossible to express the creative powers if there is no atmosphere of initiative available , and since that the initiative is the basis of creativity , it is impossible to direct the individuals to be creative in fields that are not o their interest .

On the other hand, innovation is an expression of the artistic power that is able to transform the creative ideas into innovative embodiments in the frame of regulations or tools or techniques or devices or policies etc. or developing what is available into distinguished ideas and innovations. The following shape no.3 expresses the humanitarian powers triangle k or the continuous development powers triangle.

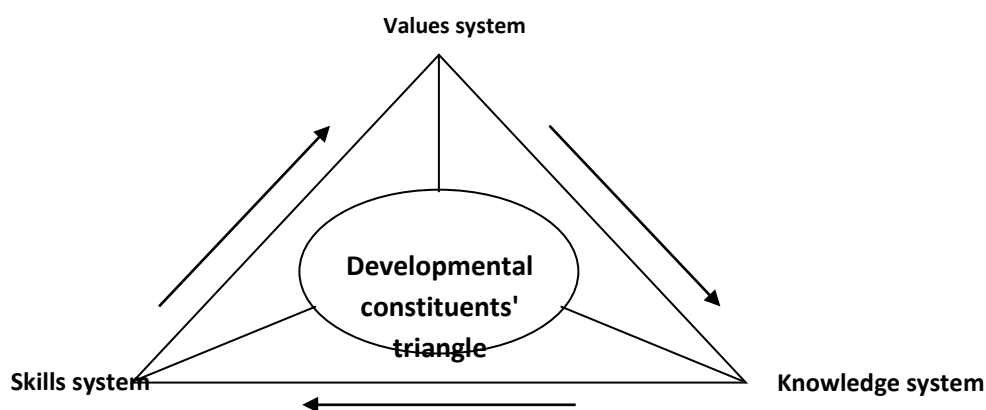
Shape no.3: continuous development powers triangle



Source: Assaf, 2013 p48.

Noticing these three powers, and with mental insight in them we can discover the extent of the functional correspondent and controversial relations between the psychological and the moral power from one side and the systems of humanitarian values on the other side, and also between the artistic power and the system of the skills and experiences .The following shape no.4 express that:

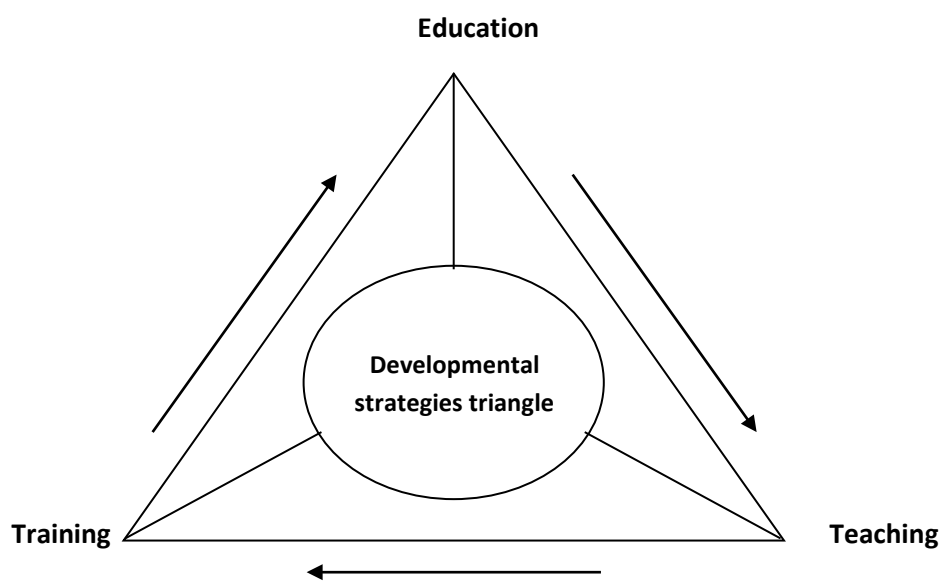
Shape no.4: Developmental constituents' triangle



Source: Assaf, 2013 p49

Finally , achieving the continuous Development constituents' triangle assumes the availability of three mechanisms and major strategies that parallel with the objective and practical contents of the previous triangles .The following shape no.5 illustrates that :

Shape no.5: Developmental strategies triangle



Source: Assaf, 2013 p51

Field research results

Part no.1: results related to the level of the effectiveness of the continuous development in the department. They are represented in the following:

1st: the level of the value and initiatives growing (the educational process), which was investigated via the following:

- Determination of the level of work to grow the positive values in the internal relations.
- Determination of the level of the work to grow the positive values in the external relations.

- Determination of the level of the work to counter the negative values in the internal relations.
- Determination the level of the work to counter the negative values in the external relations.

The results were grouped in the following table no.1:

Table no1: level of values and initiatives growth

Average	Sum	Level of encountering – values in the ext. relations	Level of encountering the – internal val.	Level of growing + val. In the ext. relations	Level of growing +internal values	Variables
6.38	25.53	7,53	5,35	7.57	7.03	Deg. Avg. (0-10)

2nd: the level of growth of the system of knowledge and creations. It was investigated through the employment of two basic variables:

- Information management system
- Scientific research and studies system

Every variable was investigated through a number of relevant indicators. The following results were reached, as shown in table no.2 and table no.3.

Table no.2: level of information management system

Inf. Mgmt. avg.	Sum	Extent of invoke to inf. Mgmt. in decision making	Adequacy of inf. Mgmt. budget	Effectiveness of inf. Mgmt. Sys. Performance	Extent of appropriateness of the inf. Mgmt. Techs.	Extent of comprehensiveness of inf. Mgmt.	Extent of inf. Mgmt. Organization effectiveness	Item
6.25	37.49	6,33	6,50	6,59	6,44	6,35	5.28	Degrees (0-11)

Table no .3: level of the scientific research and the studies

Sci. research avg.	sum	Extent of researches benefit	Adequacy of sci. research budget	Researches quality level	Researches Quantitative level	research personnel Competence	Research mgmt. competence	Research mgmt. organization	Item
3.87	22.69	4,00	1.57	5,00	4,00	4.20	4.10	4.22	degrees

To elicit the total result of the level of process of knowledge system growth, the average of the two variables is calculated and treated equally .table no.4 shows that:

Table no.4: level of knowledge and creations system growth

Avg.	Sum	Sci. research	Inf. Mgmt. & systems	Variables
Degrees (0-10)	5.06	10.12	3.87	6.25

It can be noticed from the table data the drop of the level of the interest in research and studies that relate to the life of the department and its activities, a drop that is well-recognized in the percentage of the scientific research budget of 5.7 % on the ideal grade of 100 %. Also, the interest ratio in the total system is about the modest and UN respectable ratio of 50.6%.

3rd: the level of training and skill development: the most important indicators that underpin the effectiveness of the training process were determined and the related data was collected .The results were elicited as in the following table:

Table no.5: level of the effectiveness of the training and skills development\

Training avg.	Sum	Extent of objectiveness of the training evaluation	Extent of the effectiveness of the training outcomes	Extent of training performance competence	Extent of the training budget adequacy	Extent of the training programs adequacy	Extent of agreement between the training plan and the training needs	Extent of the comprehensiveness of the training plan	Extent of the effectiveness of the training needs determination	Extent of the effectiveness of the training personnel	Extent of effectiveness of the training mgmt.	Extent of the integration of the of the training unit organization	Data
4.43	48.74	5.64	5.08	4.25	4.69	4.45	4.48	3.02	3.94	4.48	5.25	3.46	Degrees

From this table, we notice the eminent drop in the level of the training system and its processes. This is due to the low total effectiveness of 44 %, which has its direct significance on the weakness of the training and development processes of the skills system in the department.

4th: the general level of the continuous development in the department.

The various results of all the constituents of the continuous development process were grouped, so as to elicit the general result, as illustrated in table 6:

Table no.6: level of the continuous development process

General avg.	General sum	Level of the training process and the innovation atmosphere	Level of the knowledge process and the innovation atmosphere	Level of the educational process and the innovation atmosphere	processes
5.29	15.87	4.43	5.06	6.38	Degrees

From all the previous information and from the last grouping table, it can be concluded that there is a general weakness in the level of the continuous development in the department, where the percentage of the total effectiveness around 53%.

The higher management finds itself in front of real challenges if it wishes to have an effective management of the development , and it must build well-planned processes on all levels and constituents that constitute the comprehensive development process . The interest in putting an intensive training and educational strategy would help speeding the achieving

such goal, in addition to the necessity of building creativity strategy that information and scientific research management would play an important role in it.

Part no.2 The results of the degree of the effect of the continuous development process on the organizational performance

The results are represented in the following:

1st: the degree of the effect of the educational processes that aim to build a suitable value atmosphere on the organizational performance .The results related to all three performance aspects were grouped as shown in the following table:

Table no7: effect of the educational processes on the organizational performance

The total effect degree	Sum	Degree of effect on the maintenance of the department processes	Degree of effect on the operational processes	Degree of effect on the mgmt. processes	Degree of effect on the general system	Degree of effect on philosophy (organizational values system)	Data
5.30	26.50	4.50	6.10	6.34	5.04	4.52	Degree of effect

2nd: degree of effect of the knowledge processes that aim to build a suitable creative atmosphere on the organizational performance. The results related to all performance aspects were collected as shown in the following table no.8:

Table no.8: effect of the knowledge processes on the organizational performance

The total effect degree	Sum	Degree of effect on the maintenance of the department processes	Degree of effect on the operational processes	Degree of effect on the mgmt. processes	Degree of effect on the general system	Degree of effect on philosophy (organizational values system)	Data
3.07	15.34	3.04	3.10	1.65	2.43	5.12	Degree of effect

3rd: the degree of the training process that aim to build an innovative atmosphere on the organizational performance. The results related to all aspects of performance were grouped as shown in the following table no.9:

Table no.9: effect of the training processes on the organizational performance

The total effect degree	Sum	Degree of effect on the maintenance of the department processes	Degree of effect on the operational processes	Degree of effect on the mgmt. processes	Degree of effect on the general system	Degree of effect on philosophy (organizational values system)	Data
3.07	15.35	3.24	2.90	4.65	2.02	2.54	Degree of effect

4th: the degree of the effect of the continuous development process that aims to build a general suitable atmosphere on the organizational performance. The results related to all the performance aspects were grouped as shown in the following table no.10:

Table no.10: effect of the continuous development process on the organizational performance

Avg. total degree of the effect on the performance	Sum	Degree of effect on the maintenance of the department processes	Degree of effect on the operational processes	Degree of effect on the mgmt. processes	Degree of effect on the general system	Degree of effect on philosophy (organizational values system)	Data
3.82	19.09	3.60	4.03	4.24	3.16	4.06	Degree of effect

From the total result that shows the effect of the continuous development process, it is noticed that the degree of the effect was 38 %, a weak degree of effect that is less the level of the development they. This indicates that there is a real gap among the influential capabilities of the developmental processes , a matter that necessitates conducting reviews to methods and techniques and tools of effect that are used during the work on developing the organizational capabilities on the level of all the constituents that represent the basis of the organizational capabilities .

It is also noticed that the degree of the effect the development processes effect on the development processes themselves was found to be 36 %, an alarming indicator of the lack of efficiency of the programs that underpin the constituents of the continuous development processes, and perhaps indicated the weak level of seriousness in implementation or its efficiency.

These results necessitate conducting assessment studies to assess the continuous development realty and to their programs , apparatuses , and tools , so as to obtain results that enable putting a new comprehensive developmental strategy and to achieve the appropriate results that are needed to develop the total capabilities and powers of the organization which will promotes its various activities , and gain the local and the external appreciation to it .

Summary

There is a general weakness in the level of the continuous development in the Land and Survey department, where the total effectiveness was 53 %. The higher management finds itself in front of real challenges if it wishes to have an effective management of the development process, and it must establish well-planned construction processes on all levels and constituents that constitute the comprehensive development process. Making interest in putting an intensive training and educational strategy will help to speed achieving such

goal, also in addition to the necessity of building a strategy for innovation, which information management systems and scientific research can play a vital role therein

The degree of the effectiveness of the effect of the continuous development on the organizational performance in the land and survey department is 38%, a weak degree of effect that is less the level of the development they. This indicates that there is a real gap among the influential capabilities of the developmental processes , a matter that necessitates conducting reviews to methods and techniques and tools of effect that are used during the work on developing the organizational capabilities on the level of all the constituents that represent the basis of the organizational capabilities .

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