

RESEARCH ARTICLE

DECENTRALIZATION AND ITS IMPACT UPON THE ADMINISTRATORS' PERFORMANCE AT IBN TOFAIL UNIVERSITY

Abdullah Emran¹

¹ Student scholar, Ibn Tofail university, Faculty of Economics and Management.

Under supervision:

1. Prof. **Wafa Eladlouni**. Ibn Tofail university.
2. Prof. **Hind Baddih**. Ibn Tofail university.

Published at 01/06/2021

Accepted at 26/05/2021

Abstract

This study aims primarily to know the application of decentralization and its impact on the administrators' performance of at Ibn Tofail university. To achieve this, it is necessary to identify the level of administrators' performance at this university.

The qualitative approach was used to find out the level of decentralization application and the personal and functional factors which are affecting the level of administrators' performance at Ibn Tofail university through the data obtained from the (91) individuals whose were the studied samples. A questionnaire that is designed for this purpose and which distributed on a random and classified sample. The results of study were as follows:

1. The study revealed that there is a correlative relationship between the decentralization: (speed in achievement, simplification of procedures, flow of information, delegation of authority) and administrators' performance at Ibn Tofail university and this confirms that while more decentralization practices are applied at Ibn Tofail university, there will be a higher level of administrators' performance at university..
2. The study showed that the majority of the sample members have asserted that the application of decentralization leads to saving effort and time in accomplishment of work at Ibn Tofail university.

The study is recommended the following:

- 1- The necessity for the presidency of the university and the deans of colleges at Ibn Tofail university to encourage and support initiatives and endeavors outside the official instructions by university administrators, taking and participating with them in discussing initiatives and benefiting from them.
- 2- Paying attention to the decentralization approach due to its influence the speed of response to the requirements of the changing environment, and reducing the percentage of potential errors.

The presidency of the university and the deans of the colleges continuing to activate an implementation of decentralization.

Key Words: decentralization, administrators" performance.

اللامركزية وأثرها على أداء الإداريين في جامعة بن طفيل

تاريخ النشر: 2021/06/01م

تاريخ القبول: 2021/05/26م

المستخلص

تهدف هذه الدراسة في المقام الأول إلى معرفة تطبيق اللامركزية وأثرها على أداء الإداريين في جامعة بن طفيل ولتحقيق ذلك لابد من التعرف على مستوى أداء الإداريين في هذه الجامعة.

وقد تم استخدام المنهج الوظيفي المسمى لمعرفة مستوى تطبيق اللامركزية والعوامل الشخصية والوظيفية المؤثرة على مستوى أداء الإداريين في جامعة بن طفيل من خلال البيانات التي تم الحصول عليها من أفراد عينة الدراسة البالغ عددهم (91) شخصاً عن طريق استبانة الدراسة التي تم تصميمها لهذا الغرض وتم توزيعها على عينة عشوائية طبقية، وقد توصلت الدراسة إلى النتائج التالية :

1. توصلت الدراسة إلى وجود علاقة إرتباطية بين اللامركزية: (السرعة في الإنجاز، تبسيط الإجراءات، تدفق المعلومات، تفويض السلطة) وبين أداء الإداريين في جامعة بن طفيل، وهذا يؤكد أنه كلما زاد تطبيق ممارسات اللامركزية بجامعة بن طفيل، زاد مستوى أداء الإداريين في الجامعة.
 2. أظهرت الدراسة أن معظم أفراد العينة يؤكدوا أن تطبيق اللامركزية يؤدي إلى توفير الجهد والوقت في إنجاز الأعمال في جامعة بن طفيل.
- وقد أوصت الدراسة إلى ما يلي :

1. ضرورة قيام رئاسة الجامعة وعمداء الكليات في جامعة بن طفيل بتشجيع ودعم المبادرات والاجتهادات خارج التعليمات الرسمية من قبل الإداريين في الجامعة، والأخذ والتشارك معهم في مناقشة المبادرات والاستفادة منها.
2. الاهتمام بمنهج اللامركزية لما له من تأثير على سرعة الاستجابة لمتطلبات البيئة المتغيرة، وتقليل نسبة الأخطاء المحتملة الحدوث. استمرار رئاسة الجامعة وعمداء الكليات في تفعيل تطبيق اللامركزية .

الكلمات المفتاحية: اللامركزية، أداء الإداريين.

Introduction

University is a scientific and cultural institution that occupies the position of the thinking mind of society and a center for development. The rise of nations and their development in various scientific, economic, political and cultural fields is actually due to outputs of universities. The success of university management in achieving its goals depends on the efficiency of administrators whom doing the work and tasks assigned to them by university. It well known that the administration, with its various operations occupies an influential position not only in the university but also in all institutions, whether were an industrial, commercial, educational etc... It is the tool that is responsible for managing the wheel of development to achieve the goals through achieving all necessary requirements in the organization.

Given the role that Moroccan universities in general and Ibn Tofail university in particular play in various areas of development within the Kingdom. Therefore, It quickly developed its departments, especially with the development of administrative applications, the growing globalization and the spread of technology. However, there are still shortcomings especially regarding the decentralization which does not achieve its role adequately as it will be demanded. For that reason, this article is focused on the application of decentralization and its impact on the administrators' performance of at Ibn Tofail university because interest in decentralization is increasing as a type of delegation of authority that meets the aspirations of individuals in the university. In addition, the findings and recommendations that have been reached in this study can also contribute in developing some an administrative procedures and decision making.

Problem of the Study

The problem of the study stems from the reality of the obstacles that are facing the directors of departments at Ibn Tofail university regarding the application of administrative decentralization and the delegation of powers in the administrative organization. Therefore, The problem of study is determined in the following questions:

Q1: What is the effect of decentralization on the administrators' job performance at Ibn Tofail university?. From this question The following questions are divided as follows:

1. What is the extent of decentralization at Ibn Tofail university recording to (speed in completion, simplification of procedures, information flow and delegation of authority)?.
2. What is the administrators' level of performance for decentralization at Ibn Tofail university?.
3. Is there an impact for decentralization on the administrators' performance at Ibn Tofail university?.

Study importance

The importance of this study can be summarized in the following points:

- Exposing the reality of decentralization and its impact on the administrators' level of performance at the university.

- Discovering the importance of the roles that administrators play in Moroccan universities in general and Ibn Tofail university in particular.
- Attracting the decision makers' attention towards applying of decentralization through the results and recommendations of this study.
- Encouragement the researchers to do more studies in this field.
- Scarcity this type of studies in Moroccan universities.

Scientific and academic importance of the study

- The administrators' awareness at Ibn Tofail university towards applying of decentralization for administrative performance.
- This study may help officials and administrators at the university to identify the solutions that need to be made in order to overcome administrative problems through applying of decentralization.
- This study may help decision-makers at the university presidency as well as those in charge of human resources management in identifying the dimensions of the relationship between decentralization and the level of administrative performance.
- Striving to improve the job performance of administrators at universities through applying decentralization. Therefore, this will positively affect the type of provided services as well as the university outcomes for the labor market.
- This modest study contributes to enriching university libraries with studies related to this field.

Objectives of the study

The current research seeks to achieve the following objectives:

- Knowing and specifying the effect of decentralization applying on the administrators' job performance at Ibn Tofail university.
- Measuring the administrators' level of job performance at Ibn Tofail university.
- Proposing recommendations that may help the administration of Moroccan universities and all sectors that are working in the educational field to improve and raise the level of performance.

The study limitations

- Scientific limits: Exposing the effect of decentralization applying on the administrators' job performance at Ibn Tofail university.
- Spatial boundaries: Ibn Toufail university, Kingdom of Morocco.

Hypothesis of the study

- There is a relationship that has a statistical significance (0.01) for decentralization on the administrators' job performance at Ibn Tofail university.

Theoretical framework of the study.

The concept of decentralization

The central system is defined as limiting the administrative functions to the hands of the center - the central government in the capital, whereas, administrative decentralization means the distribution of competencies for the administrative job in multiple fields. Therefore, decentralization means assigning some tasks from the manager to the employee, and when the latter accepts this mission, he becomes obligated and accountable to his boss in carrying out the tasks assigned to him by his manager (Muhanna, 2006). Others define it in different ways, but all those definitions fall within the same framework, considering decentralization as a kind of authority to make decisions, and give instructions to some subordinates at the lower administrative levels in the administrative organization (Khashoggi, 2002: 17, Nasser, 2005, Harb, 2011). Thus, decentralization is the process of transferring authority or responsibility from a higher administrative level to another lower one (Al-Yasiri (2006, p.7).

On the other hand, decentralization is giving the authority to make administrative decisions from the center to the middle or lower administrative departments or units and it is measured by speed in delivery, simplification of procedures, information flow, and delegation of authority (Naeirat, 2006). For that, decentralization is determined by the manager's desire to distribute parts of the authority to multiple individuals in a way that allows to participate in decision-making to dispose and manage an organization's administrative resources (Abbas, 2004: 145).

Achievement velocity

It is the speed in completing the actions assigned to the administrative departments or units at the middle and lower administrative levels (Jeston and Nelis 2006: 9).

Simplifying procedures

Executing the tasks, activities and actions assigned to the workers without complication in order to achieve the goals to the fullest extent (Al-Ghalibi and Idris, 2007).

Information flow

The process of transferring all information between the three administrative levels for the work achievement purpose (Al-Salmi et al., 2005).

Delegation of authority

It is the process of executing the work that the president or the manager can perform by himself, while allocating the rest of the work to his workers (Khalil et al .: 1975: 11).

Advantages of decentralization

- Managers are devoted their time to strategic decisions, and not to be preoccupied with sub-problems.
- Rapid decision-making and problem solving.

- Training of managers and superiors at lower levels.
- A balance of powers and levels.
- Achieving a high degree of employees' satisfaction, by giving them the opportunity to participate in the decision-making process and assume responsibilities.
- Reducing the works on senior management in order to devote it to strategic decisions.

Disadvantages of decentralization

- Contradiction or inconsistency in the decisions taken. In addition to the difficulty in controlling, and weak links with senior management, especially with the branches.
- Duplication of services and their high costs. It also requires a big numbers of individuals with high skills and capabilities, which may not be available in all organizations.

Administrators' performance

To determine administrators' performance, it is necessary to denote the theoretical approach of concepts as follows:

Employees' level of performance: is the level of influence of the individual's cognitive and behavioral characteristics and trying to identify the likelihood of repeating the same performance and behavior in the future. It is measured through three levels, high, medium, and low (Dorra, and Alsagh, 2008). In addition, it is a set of administrative behaviors that express the employee's performance of his work. Thus, it is a general behavioral indicator that reveals duties and tasks assigned to employees according to specific quantitative and qualitative measures (Ghazzawi, 2012).

Most formal and informal institutions seek to attract and employ their workers, according to technical and administrative specifications. The success of institutions in achieving their goals is a result of the good choice of their employees. (Al-Tai and others, 2005, 225-228) also confirm that most organizations seek to determine the quality and quantity of their employees' performance and to determine the capabilities that each individual possesses and his need for improving. Thus, the importance of determining the administrators' level of performance as follows:

- The human resources department evaluates the administrators' performance, raising their spirits, identifying strengths and weaknesses and work to treat weaknesses and enhance strengths.
- Reducing errors, Adjusting of performance criteria and determining the requirements for training and qualifying or granting rewards and incentives.

On the other hand, (Bernotti, 2004: 385-386) asserted that the performance elements are supposed to be determined in light of the nature of the jobs in the organization and which are related to it. As well as the functional behavior that the organization needs, as most contemporary organizations adopt a number of elements, including: quantity and type of production, efficiency and good use of resources, attendance and permanence, dealing and relationships, learning and preparations for self-development, mental capabilities and etc... Table No. (1) illustrates these elements.

Table No. (1) Elements for determining the level of performance.

1. Work and production, and they include	
Production quality and errors Precision and mastery	production volume The speed
2.Attendance. It includes	
Relationship with superiors	Commitment to official working hours and times Method of enjoying the leave entitlements
3.Cooperation and Relationships and they includes	
Relationship with superiors	Collaborate with colleagues Relationship with customers and the public
4. Mental abilities. It includes	
The ability to learn and develop oneself Creative abilities	Intelligence Ability to solve problems
5. Personal traits and psychological preparations. They include	
The method of patience in difficult situations Willingness to take responsibility	Seriousness and diligence The ability in changing and adaptation

The most prominent entrances to decentralization are:

Delegation: Move source of decision making to a lower level, providing not to exceed the limits of policies and higher administrative directives. Moreover, delegation leads to speedy problem-solving, innovation and creativity. In addition delegation is an opportunity to develop the subordinates' skill, deepen their experiences, improve employees' participation, and devote the head of the concerned department to more strategic tasks (Ammar, Yusuf, 2006, p. 49).

Transfer of powers: Transferring power from the central authority to its subordinate units. This concept includes the transfer of power to participants from civil society, and decentralization must be accompanied by an effort to support transparency, responsibility and accountability, so that some people do not take advantage of the empowered powers. (Ammar, Youssef, 2006, p.50).

Components of administrative decentralization

According to (Kwashi Atika, 2011), The decentralized system relies on several components, the most prominent of which are the following:

- The financial and administrative independence of decentralized bodies from the central authority; in order to be able to exercise the administrative function that requires it to make final decisions on some matters, in addition to the authority of the report.
- The existence of distinct self-interests, achieved through the participation of units in managing interests, considering their efficiency, and their response to the priorities of individuals and their needs. Thus, two criteria are emerge as follows:

A. Defining the functions list of the decentralized bodies, so that the units are not entitled to make decisions on matters that are not included in that list. It is worth noting that this method is known as (the English method).

B. Defining the competencies of the local authorities according to a general rule, so that a general

standard is set in which the local works are clarified, leaving the determination of its content to the local units themselves, under the supervision and control of the central authority, and this method is known as (the French method). So, In order to ensure the achievement of good management, there must be a supervision and controlling by the central authority within the limits of the law.

Methodological procedures of research

The method of study

The study adopted a descriptive survey approach that studies the phenomenon as it is in reality. The related information was collected in order to analyze and interpret them into conclusions. The theoretical section of the research was clarified through books, references, scientific litters, and written articles on the subject of decentralization that affects employees' level of performance.

Tool of the study

As for the tool of study, it was represented by designing a questionnaire consists of two parts as follows .

- Knowing the extent towards decentralization applying at Ibn Tofail university.
- Impact of decentralization applying upon the administrators' level of performance at Ibn Tofail university .

The sample of study

The sample study consists of (91) respondents in the presidency of the university and colleges, to whom the questionnaire was distributed hand in hand. The sample was (35%) from the population of the study.

Validation of tool

An initial questionnaire was presented to a number of relevant referees to seek their views regarding: (Paragraphs correctness, its cohesion with main parts, its elastic and linguistic formulation). Based on their observations, adjustments were made. In addition, the questionnaire was applied to an exploratory sample outside the main sample. It is consisting of (30) employees from the university. The purpose of this step is tested the constructive validity. The results were as in the following table:

A table showing the correlation coefficients for the Phrase of the decentralization axes with their sub-axes and the total degree of decentralization.

Achievement velocity

Dc	Del. O. AUth	Ph.	Dc	Info. Fl	Ph.	Dc	Pr. Sp	Ph.	Dc	Ach. V	Ph.
.429**	.508**	Q16	.643**	.725**	Q11	.572**	.682**	Q6	.649**	.819**	Q1
.714**	.821**	Q17	.730**	.856**	Q12	.587**	.744**	Q7	.681**	.850**	Q2
.666**	.837**	Q18	.804**	.868**	Q13	.579**	.751**	Q8	.525**	.769**	Q3
.597**	.795**	Q19	.726**	.835**	Q14	.594**	.772**	Q9	.493**	.775**	Q4
.569**	.728**	Q20	.769**	.854**	Q15	.626**	.714**	Q10	.502**	.784**	Q5

Keys: Q Question

Ach. V. Achievement velocity

Ph. Phrase

Dc. Decentralization

Pr. Sp. Procedures simplifying

Info. Fl. Information flow

Del. O. Auth. Delegation of authority

Ax Axes

It is clear from the table that all the phrases in all axes were highly correlated with the total score of their axes as well as the total degree of decentralization. The correlation coefficients ranged between (.493 ** and .804 **), thus expressing their reliability in measuring what they were shown to measure, Also, it was necessary to ascertain the reliability of the correlation of the axes with the total degree of decentralization, and the result was as in the following table:

Dc	Del. O. Auth	Info. Fl.	Sp. Pr	Ach. V	Ax
.711**	.364**	.525**	.485**	1	Ach. V
.807**	.528**	.628**	1	.485**	Sp. Pr
.890**	.644**	1	.628**	.525**	Info. Fl.
.805**	1	.644**	.528**	.364**	Del. O. Auth
1	.805**	.890**	.807**	.711**	Dc

It is clear from the table that all the axes are related to the total degree of decentralization, and this expresses the structural validity of the phrases and axes of decentralization, and thus we can say that the phrases and axes of decentralization are valid and measured what they are designed to measure in this study. Moreover, the correlation coefficient was measured for the level of performance, and the result was as in the following table:

A table shows the correlation coefficient of the phrases of the level of performance with the overall degree of performance.

Performance level	Phrase	Performance level	Phrase
.592**	Q26	.735**	Q21
.744**	Q27	.738**	Q22
.695**	Q28	.638**	Q23
.708**	Q29	.411**	Q24
.705**	Q29	.501**	Q25

It is clear from the table that all performance level phrases were related to the overall degree of performance, as it ranged between (.411 **, .744 **), which is a function at the level of (0.01), and this indicates the validity of those phrases.

Stability of the tool:

To find out the degree of stability for variables, Cronbach's (alpha) test was performed through the sample data of survey. The result of this process was as in the following table underneath: Table No. (2) shows the results of the Cronbach's (alpha) test at the level of all sub-axes of the decentralization variable.

Stability coefficient	No. Phrase	An axe
0.85	5	Achievement velocity
0.78	5	Simplifying procedures
0.88	5	Information flow
0.80	5	Delegation of authority
0.91	20	Decentralization
0.85	10	Level of performance

It is clear from above table that the stability coefficients for the decentralized axes ranged between (0.78, 0.88) and for the decentralization as a whole, the reliability coefficient was (0.91), and the reliability coefficient for the performance level statements was (0.85), all of which were high coefficients and thus the questionnaire is generally characterized by high stability.

After checking the validity and stability of the tool, it was applied to the total sample specified (91) administrators, and then the data were collected for analysis, interpretation and discussion purpose.

Statistical methods used:

1. Pearson's correlation coefficient to measure the validity of the tool, as well as measure the relationship between decentralization and the level of performance.
2. Cronbach's (alpha) coefficient to measure the stability of the tool.
3. Arithmetic averages, standard deviations and percentages to measure the level of applying of decentralization, and the level of performance.

View and discussion of the results

Q1: What is the extent of applying a decentralization at Ibn Tofail university ?

To answer this question, we used arithmetic means, standard deviations, and the relative

weight, as they have shown in the following tables:

The first axis: (achievement velocity):

Achievement velocity is considered one of the important aspects in applying of decentralization. Therefore it was necessary to study it, and the result have shown in the following table:

Table No. (3) shows the results of the questionnaire related to the (Achievement velocity) axis:

Result	Relative weight	Standard deviation	Arithmetic means	Phrases
V. High	85.71	0.64	4.29	Decentralization saves effort and time in completing work at Ibn Tofail university
High	82.86	0.69	4.14	Decentralization helps to quickly respond for requirements and conditions of the surrounding environment at Ibn Tofail university .
High	78.02	0.84	3.90	Applying of decentralization reduces the percentage of errors at Ibn Tofail university
High	81.10	0.64	4.05	Decentralization helps in the speed and accuracy of responding to various requests at Ibn Tofail university .
High	80.00	0.76	4.00	Decentralization leads to the performance of specified tasks and the commitment to carry them out accurately and on time.
High	81.54	0.57	4.08	An overall average

It is clear from the table that phrase No. (1) came in first rank with an average of (4.29), a standard deviation (0.64), and a relative weight (85.71%). This means that decentralization leads to saving effort and time in the work accomplishment at Ibn Tofail university , while phrase No. (3) came in last rank with an average (3.90), a standard deviation (0.84) and a relative weight (78.02%), and this means that decentralization leads to a reduction in the percentage of errors at Ibn Tofail university .

The second axis: (Procedures simplifying):

Procedures simplifying is considered one of the important elements in the applying of decentralization. The study focused on Ibn Tofail university as an environment for the study, and accordingly, the results have shown in the table below as follows:

Table No. (4) shows the results of the questionnaire on the (procedures simplifying) axis:

Result	Relative weight	Standard deviation	Arithmetic means	Phrases	C
High	77.36	0.91	3.87	Procedures of work are simple, easy and not overwhelming	6
High	76.70	0.78	3.84	Management work procedures are easy to perform	7
High	81.54	0.90	4.08	Available technology at the university helps to simplify the ways of doing work	8
High	79.34	0.74	3.97	The university's labor regulations emphasize simplifying of service provision procedures	9
High	79.56	0.71	3.98	The departments at the university rely on specific programs to simplify service provision procedures	10
High	78.90	0.59	3.95	An overall average	

It is clear from the table that phrase No. (8) came in first rank with an average (4.08), a standard deviation (0.90) and a relative weight (81.54%). This means that available technology at Ibn Tofail university helps to simplify the ways of doing work, while phrase No. (7) came in last rank with an average (3.84), a standard deviation (0.78) and a relative weight (76.70%). This means that the departments facilitate the performance of work at university.

The third axis: (information flow):

To answer the third sub-question related to the information flow within decentralization in the university. The arithmetic means and standard deviations were used to measure the importance of the phrase and the level of importance, as it have shown in Table (5).

Table No. (5) shows the results of the questionnaire on the (information flow) axis:

Result	Relative weight	Standard deviation	Arithmetic means	Phrases	C
High	74.29	0.92	3.71	Senior leadership at university permits access to information resources	11
High	73.41	0.80	3.67	The information flow in the university is not long and uncomplicated	12
High	71.87	1.04	3.59	The method of information flow at university is from top to bottom or on the contrary and it is done smoothly and easily	13
High	73.41	0.93	3.67	The working environment at the university provides means, channels and methods of information	14
High	70.99	1.06	3.55	The transfer of information between the administrative levels at university is characterized by complete harmony	15
High	72.79	0.79	3.64	An overall average	

It is clear from the table that phrase No. (11) came in first rank with an average (3.71), a standard deviation (.92) and a relative weight (74.29%). This means that the higher leadership at Ibn Tofail university allows access to information sources, while phrase No. (15) came in the last rank with an average (3.5495), a standard deviation (1.06) and a relative weight (70.99%), and this means that the transfer of information between the administrative levels at university is characterized by complete harmony.

Fourth Axis: (Delegation of Authority):

To answer the third sub-question related to the delegation of authority within decentralization in the university. The arithmetic means and standard deviations were used to measure the importance of the phrase and the level of importance, as it have shown in Table (6).

Table No. (6) shows the results of the questionnaire on the (delegation of authority) axis:

Result	Relative weight	Standard deviation	Arithmetic means	Phrases	C
High	77.80	0.77	3.89	Decentralization leads senior leadership at university to focus on strategic decisions and not to be preoccupied with routine decisions	16
Medium	66.81	0.95	3.34	University employees are free to determine the appropriate method for carrying out their work	17
High	68.79	1.05	3.44	Senior leadership at university supports and encourages the employees' personal initiative and diligence	18
High	69.23	0.96	3.46	The problems and decision-making are discussed at university collectively and with the employees' contribution	19
Medium	65.27	0.96	3.26	University employees are encouraged to take initiatives outside of official instructions	20
High	69.58	0.70	3.48	An overall average	

It is clear from the table that phrase No. (16) came at first rank with an average (3.89), a standard deviation of 0.77) and a relative weight (77.80%). This means that the decentralization leads senior leadership at university to focuses on strategic decisions and not to be preoccupied with routine decisions, while phrase No. (20) came at last rank with an average of (3.26), a standard deviation (0.96) and a relative weight (65.27%). This means that the employees are encouraged to take initiatives outside of official instructions at the university.

The answer to the first question related to the independent study variable (decentralization):

Table No. (7) shows a summarized results of the independent study variable (decentralization):

Result	Relative weight	Standard deviation	Arithmetic means	Sub-axes	C
V. High	85.71	0.64	4.29	Achievement velocity	1
High	82.86	0.69	4.14	Procedures simplifying	2
High	78.02	0.84	3.90	Information flow	3
High	81.10	0.64	4.05	Delegation of authority	4
High	81.54	0.57	4.08	Decentralization	

It is clear from the table that the achievement velocity axis has a very large role on the administrators' performance at university, where it ranked first with an average (4.29), a standard deviation (0.64) and a relative weight (85.71%), followed by the axis of procedures simplifying which came at the second rank. It has got a mean (4.14), a standard deviation (0.69) and a relative weight (82.86%). Then the delegation of authority axis of came at the third rank with an average (4.05), a standard deviation (0.64) and a relative weight (81.10%) and finally the axis of information occupied a medium degree with a mean (3.90), a standard deviation (0.84) and a relative weight (78.02%), and this indicates that the majority of the participants stressed that the achievement velocity was very high.

This means that everyone who has a relationship with the administrative side, including academics and administrators at the university presidency and its faculties, have the ability to quickly accomplish work and this is due to their experience in administrative work, and their desire to implement decentralization which has a positive impact upon the employees' performance. Moreover, Procedures simplifying, information flow and delegation of authority were high, and this is due to the administrators' desire to facilitate administrative transactions.

The answer to the second question related to the independent study variable (administrators' performance) within decentralization. The arithmetic means and standard deviations were used to measure the importance of the phrase and the level of importance, as it have shown in Table (8).

Table No. (8) shows a summarized results of the independent study variable (administrators' performance):

Result	Relative weight	Standard deviation	Arithmetic means	Phrases	C
High	77.58	0.84	3.88	The administrators at university are doing their work in a renewed manner	21
High	70.99	0.85	3.55	Determining of administrators' low performance at university helps to spot Imbalances to raise their level of performance	22
High	70.77	0.83	3.54	The administrators at Ibn Tofail university try to move away from others' imitation in solving work problems	23
High	72.53	0.77	3.63	The administrators' level of performance at university is directly affected by applying of decentralization	24
High	80.22	0.71	4.01	The administrators at university have the ability to devise solutions to the work problems they encounter	25
High	73.63	0.87	3.68	The incentive system related to the decentralization, contributes to raising the administrators' level of performance at the university	26
Medium	60.66	1.10	3.03	The distribution of work among university administrators is fair	27
High	69.45	0.83	3.47	The administrators' actual performance at university converges with the planned performance	28
Medium	65.71	0.90	3.29	The job provides administrators at university with opportunities that are compatible with their capabilities	29
Medium	68.13	0.86	3.41	The university's senior leadership works to raise the administrators' performance through decentralization of work	30
High	70.97	0.56	3.55	An overall average	

It is clear from the table that phrase No. (25) came at the first rank with an average of (4.01), a standard deviation (0.71) and a relative weight of (80.22%) to a large degree, whereas phrase No. (21) came at the second with an average (3.88) and a standard deviation (0.84) And a relative weight (77.58%) to a large degree and phrase No. (26) came in the third rank with an average (3.63), a standard deviation (0.87) and a relative weight (73.63%) to a large degree. Moreover, the phrase No. (24) came at the fourth rank with an average (3.63), a deviation Standard (0.77) and relative weight (72.53%) to a large degree. Also, the phrase No. (22) ranked fifth with an average (3.55), a standard deviation (0.85) and a relative weight (70.99%) to a large degree.

On the other hand, phrase No. (23) came at sixth rank with an average (3.54), a standard deviation (0.83) and a relative weight (77.58%) to a large degree but phrase No. (28) ranked seventh with an average (3.47), a standard deviation (0.83) and a relative weight (69.45%). To a large degree, while phrase No. (30) ranked eighth with an average (3.41), a standard deviation (0.86), a relative weight (68.13%) to a medium degree. Also, phrase No. (29) ranked ninth with an average (3.29), a standard deviation (0.90) and a weight Relative (65.71%) to a medium degree and finally, phrase No. (27) came with average (3.03), a standard deviation (1.10), and a relative weight (60.66%) to a moderate degree of the application.

The results above indicate that the administrators' performance at the university occupies a

large degree, as the results have showed that the most applied indicator at this study is the administrators' ability to provide new solutions to the problems which face them at work, but the least applied indicators according to this short study compared with the rest of the indicators is an equitable distribution of work among the administrators at the university.

Impact of decentralization application findings upon the administrators' level of performance at Ibn Tofail university .

To find out the answer to the third question related to the impact of decentralization at the administrators' level of performance at Ibn Tofail university? Pearson's correlation coefficient has used to determine the relationship and the degree of influence. The result is shown in the table below: Table No. (9) shows impact of decentralization upon administrators' level performance at Ibn Tofail university.

Level of performance	Source of evaluation	Axes
.333**	Pearson's coefficient	Achievement velocity
0.001	Function level	
91	Number	
.462**	Pearson's coefficient	Procedures simplifying
0.000	Function level	
91	Number	
.532**	Pearson's coefficient	Information flow
0.000	Function level	
91	Number	
.732**	Pearson's coefficient	Delegation of authority
0.000	Function level	
91	Number	
.650**	Pearson's coefficient	Decentralization
0.000	Function level	
91	Number	

It is noted from table the following:

1. There is achievement velocity effect on the administrators' level of performance with large extent, as it was found that the correlation coefficient is (.333 **), which is statistically significant at the level of function (0.01) and thus indicates that whenever the achievement velocity was high, the administrators' level of performance would also be high.
2. There is procedures simplifying effect on the administrators' level of performance with large extent, as it was found that the correlation coefficient is (.462 **), which is statistically significant at a level of function (0.01) and thus, indicates that whenever the procedures of work at university were simplified, the administrators level of performance would also be high.
3. There is information flow effect on the administrators' level of performance with large extent, as it was found that the correlation coefficient is (.532 **), which is statistically significant at the

level of significance (0.01) and thus, indicates that whenever the information flow at university was fast, the administrators level of performance would also be high.

4. There is delegation of authority effect on the administrators' level of performance with large extent, as it was found that the correlation coefficient is (.732**) which is statistically significant at the level of significance (0.01) and thus, indicates that whenever the delegation of authority at university was high, the administrators level of performance would also be high
5. There is decentralization effect on the administrators' level of performance with large extent, as it was found that the correlation coefficient is (.650**) which is statistically significant at the level of significance (0.01) and thus, indicates that whenever the decentralization at university was high, the administrators level of performance would also be high.

Findings

1. The study found that there is a correlation between decentralization and the administrators' performance at Ibn Tofail university, and thus, indicates that whenever the applying of decentralization at university was high, the administrators level of performance would also be high where this result corresponds to a study (Abdullah Hussein Al-Assaf, 2003), which showed that There is a negative relationship between centralization and job development and a positive relationship between decentralization and job performance in the sense that decentralization has a positive effect on job performance.
2. The study showed that the majority of sample members assert that the applying of decentralization leads to saving effort and time in work accomplishment at Ibn Tofail university.
3. The study showed that the technology available at Ibn Tofail university helps to facilitate the ways of doing tasks.
4. The study reveals that the senior leadership at Ibn Tofail university permits access to information resources.
5. The study showed the decentralization leads senior leadership at Ibn Tofail university to focus on strategic decisions and not to be preoccupied with routine ones. This study corresponds to the results of the study (Muhammad Qasim Al-Qaryouti, 2002) which found that the occupants of leadership positions in ministries and government of Kuwait had earned great benefit when they delegated some powers to their subordinates to achieve the works.

Recommendations

1. The university's senior leadership should encouraged the administrators' initiatives outside of official instructions and share with them in discussing those initiatives to get benefit from it.
2. Attention to the decentralization approach because of its influences to the speed response of the requirements in changing environment, and reducing the percentage of potential errors.

3. It is imperative that the university presidency and the deans of the colleges continue to activate the applying of decentralization.
4. It is imperative that the university presidency and the deans of the colleges allow information to be flowed smoothly between administrative levels according to work requirements.
5. Holding training courses for all administrators on how to apply decentralization, and explaining its details and importance in developing their performance.
6. The necessity to develop the administrative methods used at Ibn Tofail university and its faculties, as the laws and regulations in force do not facilitate the decentralization and the authority is concentrated in the higher levels and thus authority not being delegated to lower ones.

References

1. الدياشي، محمد علي حمود(2018)، الحكامة الاقتصادية وأبعادها التكاملية، مجلة دراسات التنمية الاقتصادية، العدد الثالث، كلية العلوم الاقتصادية والتجارية وعلوم التسيير. جامعة عمار ثليجي: الأغواط - الجزائر .
2. حسام، حرب(2011)، أثر التغيرات الشخصية والتنظيمية على واقع تفويض السلطة على القيادات الإدارية، الجامعة الإسلامية، غزة.
3. مهنا، إبراهيم،(2006) العلاقة بين تفويض السلطة وفاعلية اتخاذ القرارات في الأقسام الأكاديمية من وجهة نظر الهيئة التدريسية الفلسطينية، جامعة النجاح الوطنية، نابلس.
4. خاشعجي، هاني يوسف(2002) التنظيم الإداري في المملكة العربية السعودية، ط1، دار الخريجي للطباعة والنشر، الرياض.
5. ناصر، هاشم (2005) الإدارة المعاصرة بين النظرية والتطبيق، دار أسامة للنشر والتوزيع، عمان.
6. برونطي، سعاد نايف،(2004) إدارة الموارد البشرية: إدارة الأفراد، ط2، دار وائل للنشر والتوزيع عمان، الأردن.
7. الطائي، يوسف حجيم، الفضل، مؤيد عبدالحسين، والعبادي، هاشم نوري،(2006) إدارة الموارد البشرية إدارة الموارد البشرية: مدخل استراتيجي متكامل، الوراق للنشر والتوزيع، عمان، الأردن.
8. عمار، حامد ويوسف، محسن، اصلاح التعليم في مصر، مكتبة الإسكندرية،2006.
9. كواشي عتيقة، اللامركزية الإدارية في الدول المغاربية، ورقلة: جامعة قاصدي مرباح، الجزائر،(2011م).
10. عباس علي، أساسيات علم الإدارة، دار المسيرة للنشر والتوزيع والطباعة، عمان، الأردن، 2004.
11. العساف، عبد الله حسين،(2003) ، " علاقة المركزية واللامركزية بالأداء الوظيفي، دراسة تطبيقية على مراكز الشرطة بمدينة الرياض"، رسالة ماجستير، أكاديمية نايف العربية للعلوم الأمنية، السعودية.
12. القريوتي، محمد قاسم، (2002)"اتجاهات شاغلي الوظائف القيادية في الوزارات والإدارات الحكومية في دولة الكويت نحو تفويض السلطة"، مجلة الإدارة العامة، المجلد (43) ، العدد (2) ، الكويت.
13. الياسري، أكرم،(2006)، اللامركزية: مفهوما، مزاياها، عيوبها والعوامل المؤثرة في تطبيقها، مركز الفرات للتنمية والدراسات الاستراتيجية، بغداد.

14. نعيرات، مجدولين، (2009)، التوجه نحو تطبيق اللامركزية في مستشفى جنين، رسالة ماجستير غير منشورة، نابلس، جامعة النجاح الوطنية، فلسطين.
15. الغالبي، طاهر محسن منصور، وإدريس، وائل محمد سبحي، (2007)، الإدارة الاستراتيجية: منظور منهجي معاصر، دار وائل للنشر والتوزيع، عمان، الأردن.
16. السالمي، علاء، الكيلاني، عثمان، والبياتي، هلال، أساسيات نظم المعلومات الإدارية، دار المناهج للنشر والتوزيع، عمان، الأردن.
17. درة، عبدالباري إبراهيم، والصباغ، زهير نعيم، (2008)، إدارة الموارد البشرية في القرن الحادي والعشرين: منحى نظمي، دار وائل للنشر والتوزيع، عمان، الأردن.
18. الغزاوي، راوية، (2012)، إدارة الوقت وأثرها على أداء العاملين في دائرة الأحوال المدنية والجوازات في إقليم الشمال في الأردن من وجهة نظرهم، كلية الاقتصاد، جامعة اليرموك، الأردن.
1. Jeston, John & Nelis, Johan, (2006), "Business Process Management: Practical Guidelines to Successful Implementations", First edition, Butterworth.