

IMPROVING INDUSTRIAL PROJECT MANAGEMENT AND EMPLOYEE PERFORMANCE THROUGH MANAGEMENT BY OBJECTIVES

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Abstract

The research aims to clarify the concept of management by objectives and its role in improving project management by improving employee performance. It also explains the importance of management by objectives and clarifies the concept of project management, its importance, and the factors that help improve it. It also describes the concept of employee performance and the factors that help improve and develop performance. In order to test the research hypothesis, the statistical analysis program (SPSS) was used. The research sample was a group of Iraqi companies, and the research sample was 199. After conducting the statistical analysis, it appeared that management by objectives plays a significant and positive role in improving project management by developing project management factors (human resources, costs, time). It also improves employee performance by developing (commitment, efficiency, and time). This requires the company's management to take serious steps to develop a strategy based on several organizational objectives that help increase the productive efficiency of employees. In addition, the company should use a performance evaluation system for employees in order to correct errors and address future problems.

Keywords Management by objectives, project management, Project management factors, Performance, Performance factors.

INTRODUCTION

Successful management works to make some organizations superior to others. It thus expands the scope for them according to market requirements, and given the intense competition that the market possesses, in addition to the large size of organizations and various administrative policies, the increasing number of workers, and the

need for monitoring at work, so the need for a management style A talk on guiding organizations.

Management by objectives has emerged in organizations in order to develop and improve project management and employee performance. This makes it possible to design high-quality projects with the required features on time and at

the lowest cost in light of competition with other projects.

The research aimed to clarify the hypothesis that says (management by objectives plays a positive role in project management and the performance of employees in organizations) and the sample was from a group of Iraqi industrial companies.

The research shows the management concept by objectives, project management, and employee performance. In addition to the practical aspect, results and recommendations were reached.

The concept of management by objectives:

There are many definitions of the term management by objectives by many researchers, and the majority agreed to define the management method by objectives as an administrative process in which individuals and subordinates participate in managing the organization.

(Al-Hassan,2015:119) Objectives are the fundamental essence of management, as it is unclear without clear objectives for individuals and subordinates; therefore, it is not expected to obtain results and achievements. Management by objectives has also become an approach to strategic planning and management processes.

(Ahmed Ibrahim, 2011:112) Management by objectives is a set of achievements that the organization seeks to achieve by exploiting the time and available material and human resources, as this is done through a series of pre-planned actions.

(Larson, W, 2017:22) Management by objectives is a management approach based on setting goals by participants in the administrative process in the organization and then contributing to achieving those goals in a way that benefits the organization.

(Wysocki, R,2013:13) Management by objectives is the process of directing efforts and creating motivation by superiors and subordinates in order

to achieve the goals planned by the organization, in addition to creating an excellent climate to develop the communication process between individuals working in the organization.

(Al-Azzawi,2010:111) The process of setting goals, setting procedures, drawing plans for their implementation by the president and subordinates, and measuring the results achieved to reach the organization's goal is management by objectives.

The researcher believes that management by goals can be defined as one of the contemporary administrative methods that seek to set goals by the employees of the organization, including superiors and subordinates, and work to determine duties and responsibilities to individuals in the organization, follow up on their implementation, and create a spirit of cooperation among team members in order to achieve the organization's goals.

The importance of management by objectives:

Every management method has advantages. Management by objectives is considered one of the successful methods and has the following importance (Alian ,2010:92), (Al-Azzawi, 2010:119).

1-Scheduling the achievement of short-term, medium-term, and long-term goals.

2-Directing individuals' daily performance toward achieving the organization's goals in a specific time.

3-Directing the organization's human energies to achieve goals.

4- The organization's adoption of management by objectives increases the organization's competitive advantage.

Project management:

Successful management makes some organizations superior to others, thus expanding

their administrative field according to market requirements and the innovations presented. Project management has emerged in many specializations, a set of processes related to planning, organizing, directing, and controlling the organization's various resources to achieve goals. (Kerzner, 2017:77).

(Kamel,2011:86) believes that project management is a process of the skills required for effective project management. It is a way to use the organization's resources better. Change is not a static process but rather a dynamic and active process geared towards the organization's goal. Therefore, project management must be a process that constantly moves in a different direction and within a set of circumstances that you are trying to control. (Kamel,2011:86).

Project management is defined as an active, interactive process that uses appropriate resources in an organized manner to achieve goals within a clear strategy, and this process always has a set of clear rules and conditions. (Al-Tamimi, 2012:101).

Project management is the organization of people, resources, time, and all resources necessary to accomplish planned work or achieve a specific goal within time, specifications, and budget constraints. (Mantel,2016:127.).

The researcher believes that project management can be defined as a process of planning, organizing, directing, and monitoring resources, planning, work, and various protocols to ensure the success of the project according to specifications, the required time, and low cost while providing the high quality of the project. This allows it to compete with other projects.

Project management factors:

Some factors must be taken into consideration in order to work on the success of projects, according to a number of researchers (Ozen, 2012:11),

(Muhammad Ali, 2014:63), (Pries H, 2012:12).

- Time: It is considered one of the most essential factors in project management. Completing the required projects within the specified time contributes to increasing customer confidence on the one hand and saving a lot of the costs allocated to the project on the other hand.

- Costs: All costs incurred by the company in order to implement the project stages, including financial costs, equipment, human resources (wages), rent, and compensation in cases of damage. Therefore, the company must manage these costs well.

- Human resources: We can say that human resources are one of the most essential factors in project management. Human capabilities are the main driver of the project. Without them, there is no driving force for the project. Therefore, the company should follow up on employees' work to evaluate performance and the production process regularly and continuously and pay attention to developing, training, and managing human resources.

- Tasks: Duties assigned to project participants that aim to implement the project's planned objectives. This is done by following up on the tasks related to completing the project within the specified time and the costs that match it.

Performance concept:

Performance is one of the concepts that receive excellent attention from administrative studies and is essential to the organization. Many researchers have dealt with the concept of performance, with (Awda Hassan,2013:36) indicating that performance for employees represents a set of behavioral results that contribute to achieving the organization's goals through the use of available resources, with the availability of other variables such as good internal relations, job commitment, and the appropriate work environment.

(Jalal Al-Din, 2012:67) It also believes that performance is the sum of the employees' duties assigned to them by management, along with the availability of some criteria (efficiency, effectiveness, commitment, ability, and desire to work).

It is also defined (Heldman, K.: 7) as the sum of abilities and skills possessed by workers that qualify them to perform duties and tasks within the organization by motivating them.

Also, (Carvalho, M., 2015:115) believe that performance is the processes and continuous improvements of the production process in order to obtain outputs efficiently and effectively through the collective teams in the organization.

Ultimately, researchers believe that performance can be defined as the sum of employees' skills, abilities, and motivations, which help them perform tasks efficiently and effectively inside and outside the organization, presenting new ideas and participating in achieving goals.

Performance factors:

Most researchers believe that performance factors can be centered on the following: Performance factors:

Most researchers believe that performance factors can be centered on the following: (Mohamed Maher, 2017:115 ,Korschun, D.2014,20. Al-Jabri,2017:87).

1- Quality of performance: This means the degree

of accuracy and mastery in work, the effort expended to achieve the assigned tasks, and conformity to the specifications specified by management or quality standards to reach high-quality outputs.

-2 Commitment: It expresses the relationship between the individual and the organization through its commitment to laws, work duties, completion dates, and a sense of job responsibility.

3 - Quantity: It refers to the amount of work an individual can accomplish efficiently and effectively during a specific time through his physical and mental abilities under the appropriate working conditions.

Hypothesis testing results and their interpretation:

Conducting hypothesis testing is one of the essential matters in scientific study to verify or deny the validity of the hypothesis. Therefore, this section will address testing the sub-hypotheses that were prepared to verify the validity of the main hypothesis and interpret its results.

1-Results of testing the first main hypothesis:

The first main hypothesis states: "The independent variable, management by objectives, has a significant effect at a level of significance (0.05) on the variable improving project management," from which the following sub-hypotheses branch out.

A- Results of testing the first sub-hypothesis:

Table (24) Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.160	.439		4.917	.000
MG	0.444	.106	.286	4.183	.000

It is clear from the table above that the independent variable, management by objectives, had a regression coefficient of 0.444 and was statistically significant, as the level of statistical significance for it was less

than 5%. The test results indicate acceptance of the research hypothesis, which states: "The independent variable (management by objectives) affects, There was a significant impact on human resources at the level of statistical significance (0.05).

B: The second sub-hypothesis:

Table (24)Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.941	0.487		3.989	0.000
	MG	0.477	0.117	0.278	4.060	0.000

It is clear from the table above that the independent variable, management by objectives, had a regression coefficient of 0.477 and was statistically significant, as the level of statistical significance for it was less than 5%, as it is clear that the results of the test indicate acceptance of the research hypothesis, which states: "The independent variable (management by objectives) affects. There was a significant impact on costs at the level of statistical significance (0.05).

C- Results of the third sub-hypothesis:

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.681	0.643		2.613	0.010
	MG	0.490	0.155	0.219	3.157	0.002

It is clear from the table above that the independent variable, management by objectives, had a regression coefficient of 0.490 and was statistically significant, as the level of statistical significance for it was less than 5%. The test results indicate acceptance of the research hypothesis, which states: "The independent variable (management by objectives) affects There was a significant effect on time at the level of statistical significance (0.05).

2- Results of testing the second main hypothesis:

The second main hypothesis states: "The independent variable (management by objectives) has a significant effect at a level of significance (0.05) on the variable performance quality," from which the following sub-hypotheses are branched:

A- Results of testing the first sub-hypothesis:

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.178	0.507		2.324	0.021
	MG	0.622	0.122	0.340	5.080	0.000

It is clear from the table above that the independent variable, management by objectives, had a regression coefficient of 0.622 and was statistically significant, as the level of statistical significance for it was less than 5%, as it is clear that the test results indicate acceptance of the research hypothesis, which states: "The independent variable (management by objectives) affects. There was a significant effect on job commitment at the level of statistical significance (0.05).

B- Results of the second sub-hypothesis:

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.739	0.431		6.360	0.000
	MG	0.313	0.104	0.210	3.010	0.003

It is clear from the table above that the independent variable, management by objectives, had a regression coefficient of 0.313 and was statistically significant, as the level of statistical significance for it was less than 5%, as it is clear that the results of the test indicate acceptance of the research hypothesis, which states: "The independent variable (management by objectives) affects In the efficiency dimension, there was a significant effect at the level of statistical significance (0.05).

C- Results of testing the third sub-hypothesis:

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.759	0.643		1.179	0.240
	MG	0.739	0.155	0.321	4.758	0.000

It is clear from the table above that the independent variable, management by objectives,

had a regression coefficient of 0.739 and was statistically significant, as the level of statistical

significance for it was less than 5%, as it is clear that the results of the test indicate acceptance of the research hypothesis, which states: "The independent variable (management by objectives) affects. There was a significant effect on time at the level of statistical significance (0.05).

CONCLUSION

The conclusion includes a group of results and recommendations:

First: the results:

1- The answers of the sample members showed that industrial companies are committed to a strong level of management by objectives within their work in order to continue their activity and achieve profits.

2 - There is a statistically significant effect of management by objectives in developing human resources, reducing costs, and shortening time in Iraqi industrial companies. This explains the importance of Iraqi industrial companies adopting management by objectives.

3- There is a statistically significant effect of management by objectives on efficiency, job commitment, and shortening time in Iraqi industrial companies. This explains the importance of Iraqi industrial companies adopting management by objectives.

REFERENCES

1. Iraqi industrial companies should work to adopt modern management methods that will meet the application of management by objectives, which effectively contributes to providing an appropriate environment for qualifying administrative leaders and achieving the company's goals.
2. Iraqi industrial companies must pay attention to the development of human resources, as they are the primary force in achieving corporate goals and the cost of producing

goods, enabling them to compete with imported goods, in addition to time, through project scheduling.

3. Paying attention to job commitment and efficiency is essential in improving performance quality.