

The Impact of Benchmarking in Organizational Performance: An Applied Study in the Jordanian Public Universities

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Abstract: *The Impact of Benchmarking in Organizational Performance an Applied Study in the Jordanian Public Universities. This study aimed at identifying the impact of applying benchmarking on organizational performance in Jordanian universities in South Jordan. To achieve this objective a questionnaire was developed and distributed to the population of the study which consisted of (413) employees. The retrieved and reliable questionnaires for analysis were (342) with rate of (82.8 %) of distributed ones. Statistical Package for Social Sciences (SPSS.V.16.1), (Statistical Package for Social Sciences) has been used to find the values of means, standard deviations, and multiple regression analysis and the study reached the following results:*

1. *The level of applying benchmarking and the level of organizational performance in southern Jordanian universities with a high level.*

2. *There was an impact of applying benchmarking dimensions in organizational performance which explains (63.8%) of deviation in the dependent variable (organizational performance).*

The study recommends the need to establish an organizational culture within the Jordanian universities based on an overall strategy for the application of benchmarking, and is working to motivate employees, and attention to their interests, and leads to the development of a climate of mutual trust between management and workers, to improve organizational performance.

Keywords: *Benchmarking, Organizational Performance, Jordanian Public Universities.*

1. Introduction:

Benchmarking is considered as an important model for the organizations that strive to improve the organizational performance, where it became a part of business practices and culture in the 1990s of the 20th century, in a similar manner for total quality management and quality initiatives that were prevalent in the 1980s of the last century.

Benchmarking is one of the modern administrative concepts that is considered as a vital

factor in developing the institutional performance and as a source for competition and power in order to achieve the organizational success due to its important role in creating the successful strategies and policies that enable the institutions to have qualified human resources that have the ability to do the various workloads in the various fields and domains (Al-Barwari, 2001).

The organizations in the accelerating age of globalization seek excellence in their performance by adopting successful and distinguished strategies and policies for organizing and managing their business. These strategies include employing the benchmarking since the organizations need the contribution of all their members in order to achieve their objectives ; success is always promoted by group support and participation in order to improve productivity and perfect the skills of the employees. This need demonstrated the prominent role of the leaderships regarding their effective capacity in preparing the organizations for this change as well as restructuring and reorganizing them in a manner that correspond with the accelerating events of the current era in order to improve the organizational performance (Al Faihan, 2005).

If the organizations desire to improve their performance, they should follow the indices of benchmarking, which are considered as a compulsory demand for the organizations that strive to gain competitive advantages. Due to the modern technology revolution as well as the severity of competition, the organizations gradually realized the importance of benchmarking and its role as an activity that could be organized and methodological so as to attain new methods and services that ensure the achievement of a better performance as well as the promotion of the competitive advantages for the organization (Al-Haizan, 2007).

2. The study problem:

The accelerating and considerable competition between the organizations, which went beyond the regional borders, led these organizations to look for new strategies in order to improve their performance, where the

organizations realized that their ability to continue and compete is related to their ability to learn and change their strategies and policies in a manner that is reflected positively on their performance. This case motivated the organizations to look for new methods to improve their performance through benchmarking, which is seen as a new method and philosophy for learning from others with the purpose of the continuous improvement for performance, so as to overcome the routine and complexity that impede speed and competence in doing these processes; therefore, these organizations would be able to cope with the global development which witnesses a remarkable acceleration due to the technological progress and the great revolution in information in the current era.

Therefore, the study problem lies in the lack of understanding for the impact of benchmarking on the organizational performance in the Jordanian universities in the south of Jordan?

3. The study objectives:

This study aims to analyze the impact of applying benchmarking on organizational performance in the Jordanian universities in the south of Jordan. This main objective includes the following sub-objectives:

1- Identifying the level of the perceptions of employees in the Jordanian universities in the south of Jordan regarding the dimensions of benchmarking (internal benchmarking, external benchmarking, competitive benchmarking, operational benchmarking, strategic benchmarking, and functional benchmarking).

2- Identifying the level of the perceptions of employees in the Jordanian universities in the south of Jordan regarding the level of organizational performance with its dimensions (environmental, growth and learning, internal operational process, public/ audience, and the financial domain).

3- Attempting to conclude a set of findings and recommendations that can be used and taken into account by the senior management in the Jordanian universities in order to apply the benchmarking to improve the level of organizational performance in the Jordanian universities.

4. Study importance:

The study importance stems from practical and theoretical aspects. The theoretical side demonstrates the study importance in terms of addressing the benchmarking and its role in qualifying the workers and enhancing their abilities to perform and achieve as well as developing their functional abilities. As for the practical aspect, the study importance is demonstrated by its objective

in addressing the analysis of the impact of applying benchmarking on organizational performance in the Jordanian universities in the south of Jordan; a case that would enhance the performance of these universities in general.

The study is also considered important for the following reasons:

1- As far as the researcher knows, this is one of the few studies that addresses the impact of applying benchmarking on organizational performance in the Jordanian universities in the south of Jordan.

2- It addresses one of the modern organizational concepts in general management; benchmarking, which is considered as one of the important topics in the modern administrative thought.

3- It attracts the managers as well as the decision makers in the Jordanian universities in the south of Jordan to the importance of adopting the concept of benchmarking with the aim to enhance it since it contributes to saving scales and indices that enable them to evaluate their performance according to their strategic needs and provide a comprehensive image about the organizational performance.

4- This study enriches the Arabic Library with a new topic that could attract the attention of researchers and practitioners. It is also considered as a start point for other studies about benchmarking and organizational performance.

5. The study questions:

This study aims to answer the following questions:

1- What are the perceptions of employees in the Jordanian universities in the south of Jordan regarding the dimensions of benchmarking?

2- What are the perceptions of employees in the Jordanian universities in the south of Jordan regarding the level of organizational performance?

6. The study limits

The current study was limited to the managers and their assistants working in the public Jordanian universities in the southern region of Jordan for the year (2015 – 2016).

7. The study hypotheses:

The following hypotheses in their nihilistic image were cited as follows:

- The first main hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) regarding the dimensions of benchmarking (internal benchmarking, external benchmarking, competitive benchmarking, operational benchmarking, strategic benchmarking,

and functional benchmarking) for the organizational performance in the public Jordanian universities.

The following sub-hypothesis stem from this main hypothesis:

- The first sub-hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) regarding the dimensions of benchmarking (internal benchmarking, external benchmarking, competitive benchmarking , operational benchmarking, strategic benchmarking, and functional benchmarking) in terms of the environmental domain as one of the dimensions of organizational performance in the public Jordanian universities.

- The second sub-hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) regarding the dimensions of benchmarking (internal benchmarking, external benchmarking, competitive benchmarking , operational benchmarking, strategic benchmarking, and functional benchmarking) in terms of growth and learning domain as one of the dimensions of organizational performance in the public Jordanian universities.

- The third sub-hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) regarding the dimensions of benchmarking (internal benchmarking, external benchmarking, competitive benchmarking , operational benchmarking, strategic benchmarking, and functional benchmarking) in terms of internal operational domain as one of the dimensions of organizational performance in the public Jordanian universities.

- The fourth sub-hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) regarding the dimensions of benchmarking (internal benchmarking, external benchmarking, competitive benchmarking , operational benchmarking, strategic benchmarking, and functional benchmarking) in terms of the public/ audience domain as one of the dimensions of organizational performance in the public Jordanian universities.

- The fifth sub-hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) regarding the dimensions of benchmarking (internal benchmarking, external benchmarking, competitive benchmarking , operational benchmarking, strategic benchmarking, and functional benchmarking) in terms of the financial domain as one of the dimensions of organizational performance in the public Jordanian universities.

8. The procedural definitions:

This study includes the following procedural definitions for the study variables:

8.1 The independent variable; benchmarking: it is the process related to comparing the main practices of the organization with the main practices of the other competing organizations in order to instill the relative scales of the performance in a manner that contributes to setting new objectives as well as exploring new ideas for improvement and development (Al-Barwari, 2001). Hence, we may define benchmarking procedurally as the arithmetic means for the respondents' responses regarding the questionnaire's items that measure benchmarking. This variable consists of the following dimensions:

1- The internal benchmarking: it refers to knowing and exploring the current human and financial potentials for the university as well as exploring the values of the higher management staff which affect highly on the university objectives and strategies (Al-Abedi and Al-Abbadi, 2009) . It is procedurally defined as the arithmetic means for the respondents' responses regarding the questionnaire's items that measure the internal benchmarking.

2- The external benchmarking: it refers to the process of exploring the economic, technological, political, social, cultural factors and variables as well as the competitive forces in order to identify the available opportunities and threats in the university campus, realize their resources and components as well as the ways of dealing with them (AbdAlWahab, 2009). It is procedurally defined as the arithmetic means for the respondents' responses regarding the questionnaire's items that measure the external benchmarking.

3- The operational benchmarking: it refers to a number of indices regarding the extent at which the management is interested in achieving the organizational objectives effectively by adapting a number of policies and methods that would promote the quality level of the products and the provided services (Al faihan, 2005). It is procedurally defined as the arithmetic means for the respondents' responses regarding the questionnaire's items that measure the operational benchmarking.

4- The strategic benchmarking: it reflects developing and improving the current processes of the organization by acquiring the best ways for attaining the best benchmarking indices as well as improving the competitive status so as to compete at the international level and maintaining the highest competitive positions (Bani Hamdan, et al, 2010). It is procedurally defined as the arithmetic means for the respondents' responses regarding the questionnaire's items that measure the strategic benchmarking.

5- The functional benchmarking: it refers to partnership with the organizations that work in the same field in order to improve the similar functions as well as the work steps that are similar for some types of business in an attempt to identify the innovative ways for doing things (Al-Barwari, 2001). It is procedurally defined as the arithmetic means for the respondents' responses regarding the questionnaire's items that measure the functional benchmarking.

8.2 The dependent variable; organizational performance: it refers to the combined efforts between the management and the personnel which aim at achieving a set of the desired organizational objectives whether they are Profitable, organizational, or educational in a manner that serves the public interest (Al-Hyasat, 2007). Hence, we may define organizational performance procedurally as the arithmetic means for the respondents' responses regarding the questionnaire's items that measure organizational performance. This variable consists of the following dimensions:

1-The environmental domain: it is a set of indices that are related to the university responsibility towards the surrounding environment, whether it is the natural environment or the political environment with its rules and laws, or the social environment with its various customs and traditions (Al-Khashali, 2009). It is procedurally defined as the arithmetic means for the respondents' responses regarding the questionnaire's items that measure the environmental domain.

2-Growth and learning domain: it refers to the university interest in the new ideas that serves the development of work as well as the development of the human resources and the continuous promotion of performance (Khaween, 2006). It is procedurally defined as the arithmetic means for the respondents' responses regarding the questionnaire's items that measure growth and learning domain.

3-The internal operational domain: it refers to the university interest in achieving its objectives perfectly as well as paying attention to the clients' problems and employing the approach of continuous improvement for the quality of the provided services (Al-Khouli, 2001). It is procedurally defined as the arithmetic means for the respondents' responses regarding the questionnaire's items that measure the internal operational domain.

4-The public domain: it refers to the university interest in the perspective of those who receive the service (the general public) as a priority for performing its tasks and maintaining its reputation as well as its positive relationship with the public, in addition to focusing on the social responsibility

in order to gain the public satisfaction (Miswadeh, 2004). It is procedurally defined as the arithmetic means for the respondents' responses regarding the questionnaire's items that measure the public domain.

5-The financial domain: it refers to pursuing the commitment to financial laws and legislations that are approved by the university as well as disclosing the important financial reports relating to its business (Swissi, 2010). It is procedurally defined as the arithmetic means for the respondents' responses regarding the questionnaire's items that measure the financial domain.

9. The theoretical framework:

9.1 Benchmarking:

9.1.1 The origins and development:

Benchmarking has a historical roots that date back to the year 1810 when the English industrialist (Francis Lowell) started studying the best methods used in the British flour mills in order to achieve the most successful applications in this field. After the Second World War, Japan was one of the first countries to apply the benchmarking widely at the beginning of the 1950s. The first documented publications in the field of performance measures date back to 1938, when the international city management association was (ICMA) published a field study about the measures for performing the local services. The applications of this method were transferred to the United States, where the corporation of Xerox is considered as a pioneer in this field since 1979, in response to the crisis of competitiveness. In the mid-seventies, the Urban Institute in collaboration with the international city management association was (CIMA) issued two folders; the first was in 1974, and the other in 1977. In the 1980s, the concept of performance measures extended to include the views and principles of quality, client satisfaction as well as management through objectives. However, in the early 1990s, there was a renewable interest in measuring the government performance which included the application of benchmarking , and that entails making a considerable transformation in the domain of total emphasis of the organization, where there would be So they are restructuring for the organization, redefining of objectives, reframing for the work procedures, and redesigning for the production lines as well as determination of the Organization's competitive obligations (Al-Barawri, 2001).

9.1.2 The concept of benchmarking:

The concept of benchmarking gains the interest of many writers and researchers as it is relatively a new concept in the administrative studies; thus,

many of them addressed and analyzed it in their studies.

Benchmarking could be defined as a continuous methodological process for comparing the organization's performance (tasks and operations) with the organizational practices at the international level, not merely to achieve this performance, but also to surpass it (Patrizia, et.al, 2005).

Therefore, benchmarking is defined as qualitative and quantitative Performance measures in order to meet the excellence within the expectations of the recipient of service or commodity (Ivan, 2010).

(Kreither and Kinicki, 2004) suggest that benchmarking is defined as the process through which the performance of the organization is compared with the performance of the other competing organizations that have a distinguished performance.

Blocher, et.al, (2003) suggested that benchmarking is the process through which we can identify the critical success factors in the economical units by studying the best applications for other economic units or other sub-units within the same economical unit.

9.1.3. The importance of applying the concept of benchmarking:

The importance of applying the concept of benchmarking in the organizations generally is represented by the correlation between the high performance level as well as the self-development of the workers and being committed to achieving the quality of outcomes; therefore , the organizations would be distinguished by their readiness to transform into organizations that adopt and apply this concept since the organizations that achieve progress in its ability to apply this concept would have more ability to compete , as this application would enable it to innovate new methods in production, marketing and clients' satisfaction (Orlando, et al, 2007).

The increasing interest in benchmarking is manifested by the researchers view about this concept, as well as the challenge that they face in supporting the primary hypothesis on which it is based and defining its role as well as the mechanism on which it relies to improve the performance. (Roland, 2003) suggests that despite the prevalent belief about the importance of benchmarking in the success of organizations, this concept still needs further studies in this field.

9.2 The organizational performance:

The organizational performance was defined as a general method that helps the organizations to gain more comprehensive vision about their performance by the integration of the financial and

non financial scales (clients, internal processes, learning and growth) in order to convert the objectives and plans to practical objectives that are accurately measurable by correlating their message and vision with four dimensions : financial, clients, processes as well as learning and growth (Kaplan and Norton , 1996).

The organizational performance relates to collecting the data that contribute to identifying the extent of effectiveness for the organization in order to make the decisions relating to the organizations so as to measure the activities and processes that were accomplished , measure the efficacy of the employee's performance and evaluate his performance. The process of evaluating performance require the commitment to the following aspects: effectiveness and the competence of performance because the strive towards gaining more profits requires the assessment of competence, while achieving the objectives of the financial avenues from the invested money requires the assessment of effectiveness (Al-Mutaitri, 2003).

The performance results from the participation between managers, owners , clients, stock holders, employees , as well as all those who contributed to the activities. The development of performance should be for all the organization according to the following objectives: increasing and improving quality, the low cost for gaining more marketing stocks as well as the growth in profits in order to acquire the clients' confidence (Al-Haizan, 2007).

(Olve, 2000) suggests that the organizational performance is a complete mixture of three dimensions (organizational, standard, cognitive). The organizational dimension includes a number of organizational rules and procedures that are based on threat and punishment when they are opposed. The standard dimensions are related to a set of criteria and scales that should be achieved, such as profitability and productivity, while the cognitive dimensions that are based on the correlation between institutional performance as well as a variety of abilities and data that should be available in order to get to the desired objectives.

Durgham, 2009 defined organizational performance as creating the organizational environment that aims to increase the workers motivation and improving their attitudes towards work which would be reflected positively on the internal processes, the customers' satisfaction, as well as growth and learning among the workers. Therefore, the organizational performance is a tool for overcoming the work problems and a method for measuring the performance as a whole , whether it is at the level of services and production units or at the level of the organization's success and the harmony between the short-term as well as

the long-term activities. This requires the continuous monitor and guidance as well as documenting the information day by day by the organization (Zaglou, 2010).

By reviewing the previous data regarding the definition of organizational performance, we may introduce this concept as a set of combined efforts between the administration and workers which aim to achieve a set of organizational goals, whether they were profitable, organizational, or educational in a manner that serves the general interest for the whole organization.

9.2.1 The importance of organizational performance:

Many researchers agreed upon the considerable importance of organizational performance, even if they disagreed regarding the aspects of importance. In order to illustrate this, we state its importance as follows:

Each process consists of several stages that contribute to its final formation, where it produces the products and achieves goals designed for it. The process also requires several resources that interact with each other to produce a new material that achieves its objectives. This process could be tangible such as the industrial production processes, or intangible such as the processes of providing services in the different domains. Performance is the main component of the process, which is also considered as the vital part of it because it is related to the person who runs the process and converts the raw materials (resources) into new products that has a financial value; these products are sold to the consumer at a market value that is higher than the value of the used resources as well as the value of the effort and work (productivity) of the human resources, and thus profit is achieved. Therefore, the constant cost of the resources as well as activating the productivity of the human resources lead to the achievement of the organization's objectives with the best effectiveness, the least cost and the highest profit (Al-kurdi, 2009).

Organizational performance helps to ensure that the economic units perform their tasks in the best possible effectiveness. Organizational performance leads to revealing the various deviations. It illustrates the quantitative, qualitative, value and temporal deviations that may occur in the field of application (Chao & Kumar, 2010). Organizational performance contributes to reducing the human resources in the organization in the future, where it highlights and promotes the successful elements and identifies the non productive components that should be ruled out or repaired in order to increase the effectiveness. Organizational performance helps detecting the factors affecting the outcomes, diagnosing the difficulties in application,

identifying responsibilities and avoiding mistakes in the future (Swissi, 2010).

10. Discussing the results

1- The results showed that the perceptions of the individuals of the study sample regarding benchmarking in the Jordanian universities are of a high level. The analysis of the dimensions of benchmarking shows that the Functional benchmarking was in first place, followed by the external benchmarking. The strategic benchmarking was in the third rank, while the dimension of the internal benchmarking was in the fourth rank. The operational benchmarking was in the last rank. This indicates the importance of the benchmarking; because applying it improves the organization's performance and success. The benchmarking is a continuous training process that is based on learning from others who have better practices, and it relates to the importance of gaining Internal knowledge through the internal benchmarking that aim to analyze the employed practices, then establishing a competitive external benchmarking to identify the competitor in order to be able to judge the performance of the organization. This may be due to the importance of the leadership roles that must be played in terms of building organizational structures and teams, and being committed to educating all the personnel in all the administrative levels as well as providing the financial and human resources for that. This result could also be interpreted in terms of the successful organizations which should ensure their strong survival, not only by their level of efficiency; in the sense that it is convinced to do its work correctly, but also through change, development and innovation that should distinguish their performance.

2- The results showed that the level of organizational performance from the perspective of the respondents was of a high degree. After analyzing the dimensions of organizational performance, it is clear that the domain related to internal operation processes was in the first place, followed by the dimension of growth and learning, and then the environmental dimension was in the third rank, while the dimension of the public was in the fourth place, and finally, the financial dimension was in the last rank. This result is interpreted in relation to the public Jordanian universities which operate according to the governmental systems and regulations, where they implement the policies and programs that achieve the organizational performance through achieving the dimensions of quality. They also satisfy the needs of those who receive the services. Furthermore, there are some systems and software that are needed to conduct the studies in order to

explore the perspectives, aspirations and wishes of those who receive the services as well as responding to the wishes and aspirations of those customers. As for the financial domain which was in the last rank, there is a necessity for following the policies that would achieve financial savings and reduce the amount of expenditures in order to achieve the desired organizational objectives effectively. This finding matches with the study of (Al-Tarawneh, 2010) and the study of (Al-Khashali, 2009) as well as the study of (Al-Hayasat, 2007).

3- The results showed that the dimensions of the benchmarking account for (63.8%) of the variation in the dimension of organizational performance. It also accounts for (58.4%) of the variance in the environmental domain and accounts for (52.9%) of the variance in the domain of growth and learning. The dimensions of benchmarking accounted for (49.9%) of variance in the domain of internal and the dimensions of benchmarking accounted for (42.8%) of variance in the dimension of the public. Finally, the dimensions of benchmarking accounted for (36.4%) of variance in the financial domain. All these factors confirm the role and impact of the benchmarking in demonstrating the dimensions relating to the organizational performance. This may be attributed to the importance of emphasizing the application of benchmarking dimensions which is considered as one of the most important mechanisms that are applied in order to improve the organizational performance due to the importance of the clear future trends of universities' and the objectives that they seek to achieve as well as the center that they wish to attain in providing service to students, in addition to relying on Communication in the disseminating and transmitting information to all the employees with regard to these future trends and desired objectives and the importance of achieving them as well as exchanging views about the alternative plans. This finding is interpreted in relation to the successful organizations, that strive to ensure their survival and existence in strong and influential manner, and these organizations shouldn't be satisfied with a certain stable level of efficiency, but they should seek for more change, development and innovation and these must be distinctive characteristics in their performance.

4- The results showed that the following sub-variables relating to (internal benchmarking, external benchmarking, competitive benchmarking, operational benchmarking, strategic benchmarking, and functional benchmarking) have an impact on organizational performance in the public Jordanian universities, where the variable of external benchmarking was in the first place and

accounted for (47.1%) of variance regarding the dependent variable, followed by the variable of internal benchmarking which, in combination with the external benchmarking, accounted for (56.2%) of variance regarding the dependent variable. The variable of strategic benchmarking was in the third rank and side by side with the two previous variables accounted for (60.6%) of variance regarding the dependent variable. The variable of operational benchmarking was in the fourth rank which, in combination with the previous variables, accounted for (62.9%) of variance regarding the dependent variable, while the variable of functional benchmarking was in the last rank and in combination with the previous variables accounted for (63.1%) of variance regarding the environmental domain as a dependent variable.

5- The results showed that the following sub-variables relating to (internal benchmarking, external benchmarking, competitive benchmarking, operational benchmarking, strategic benchmarking, and functional benchmarking) have an impact on the environmental domain as one of the variables relating to organizational performance in the public Jordanian universities, where the variable of external benchmarking was in the first place and accounted for (44.1%) of variance regarding the dependent variable, followed by the variable of internal benchmarking which, in combination with the external benchmarking, accounted for (49.2%) of variance regarding the dependent variable. The variable of strategic benchmarking was in the third rank and side by side with the two previous variables accounted for (53.3%) of variance regarding the dependent variable. The variable of operational benchmarking was in the fourth rank which, in combination with the previous variables, accounted for (56.2%) of variance regarding the dependent variable, while the variable of functional benchmarking was in the last rank and in combination with the previous variables accounted for (58.1%) of variance regarding the environmental domain as a dependent variable. This result could be explained in relation to the application of benchmarking which is considered as one of the most important pillars that contribute to employing a methodology for improving the organizational performance, which is manifested by the appropriate distribution of roles and authorities in order to provide the employees with the needed skills and Knowledge so as to enable them to contribute to improving the quality of work outcomes as well as performing well in order to achieve the organizational objectives. This finding also suggests that the universities face increasing challenges that require the senior management to adopt Policies and strategies that match with these challenges so as to

achieve their objectives in the desired successful manner

6- The results showed that the following sub-variables relating to (internal benchmarking, external benchmarking, competitive benchmarking , operational benchmarking, strategic benchmarking, and functional benchmarking) have an impact on the domain of growth and learning as one of the dimensions of organizational performance in the public Jordanian universities, where the variable of external benchmarking was in the first place and accounted for (39.2%) of variance regarding the dependent variable, followed by the variable of internal benchmarking which, in combination with the external benchmarking , accounted for (45.3%) of variance regarding the dependent variable. The variable of strategic benchmarking was in the third rank and side by side with the two previous variables accounted for (48.2%) of variance regarding the dependent variable. The variable of operational benchmarking was in the fourth rank which , in combination with the previous variables , accounted for (50.4%) of variance regarding the dependent variable, while the variable of functional benchmarking was in the last rank and in combination with the previous variables accounted for (52.6 %) of variance regarding the growth and learning domain as a dependent variable . Due to rapid and increasing change in the work environment, senior management should give the personnel in the different administrative levels the authorities to make appropriate decisions without reference to senior management except the necessary cases that are related to critical decisions, in order to provide the services effectively to citizens.

7- The results showed that the following sub-variables relating to (internal benchmarking, external benchmarking, competitive benchmarking , operational benchmarking, strategic benchmarking, and functional benchmarking) have an impact on the internal operational domain as one of the variables relating to organizational performance in the public Jordanian universities, where the variable of external benchmarking was in the first place and accounted for (36.1%) of variance regarding the dependent variable, followed by the variable of internal benchmarking which, in combination with the external benchmarking , accounted for (42.5%) of variance regarding the dependent variable. The variable of strategic benchmarking was in the third rank and side by side with the two previous variables accounted for (45.4%) of variance regarding the dependent variable. The variable of operational benchmarking was in the fourth rank which , in combination with the previous variables ,

accounted for (47.2%) of variance regarding the dependent variable, while the variable of functional benchmarking was in the last rank and in combination with the previous variables accounted for (49.6%) of variance regarding the internal operational domain as a dependent variable.

8- The results showed that the following sub-variables relating to (internal benchmarking, external benchmarking, competitive benchmarking , operational benchmarking, strategic benchmarking, and functional benchmarking) have an impact on the public domain as one of the variables relating to organizational performance in the public Jordanian universities, where the variable of external benchmarking was in the first place and accounted for (31.4%) of variance regarding the dependent variable, followed by the variable of internal benchmarking which, in combination with the external benchmarking , accounted for (36.5%) of variance regarding the dependent variable. The variable of strategic benchmarking was in the third rank and side by side with the two previous variables accounted for (39.4%) of variance regarding the dependent variable. The variable of operational benchmarking was in the fourth rank which , in combination with the previous variables , accounted for (41%) of variance regarding the dependent variable, while the variable of functional benchmarking was in the last rank and in combination with the previous variables accounted for (42.6%) of variance regarding the public domain as a dependent variable.

9- The results showed that the following sub-variables relating to (internal benchmarking, external benchmarking, competitive benchmarking , operational benchmarking, strategic benchmarking, and functional benchmarking) have an impact on the financial domain as one of the variables relating to organizational performance in the public Jordanian universities, where the variable of external benchmarking was in the first place and accounted for (30.6%) of variance regarding the dependent variable, followed by the variable of internal benchmarking which, in combination with the external benchmarking , accounted for (33.1%) of variance regarding the dependent variable. The variable of strategic benchmarking was in the third rank and side by side with the two previous variables accounted for (35.4%) of variance regarding the financial domain as a dependent variable.

11. Recommendations:

Based in the results of the study, the study recommends about:

1- The results showed that there is an impact for the dimensions of benchmarking. Therefore, the Jordanian universities should prepare the

employees to accept those strategic changes, and that could be achieved by developing the organizational and planning culture via the following mechanisms:

a- Developing the managers and employees information about the planned strategic changes.

b- Coordination between managers and employees at all the administrative levels with regard to discussing and exchanging the views and opinions about changes in order to develop a climate of mutual trust between the management and the personnel, and promote communication as well as participation in all the directions among the personnel with regard to making decisions.

2- Starting by introducing the organizational culture inside the Jordanian universities that is based on the a comprehensive strategy in applying the benchmarking which, in turn, enhances the employees , cares about their interests, and give them the feeling that the university is theirs; these would be reflected on their behavior and stimulate their positive behaviors.

3- Paying more attention to creating the general atmosphere of individual and group competition among individuals, sections and departments, as well as setting clear standards and providing incentives.

4- The necessity of providing an organizational atmosphere and an organizational health that correspond with benchmarking and encourage the application of benchmarking. In this vein, the study suggests:

- Installing the clear understanding and the solid satisfaction among the personnel regarding the university objectives.
- Achieving the required integration and balance between (authority and responsibility) in order to get to the targeted achievement.
- Encouraging the trend towards change, as well as the trend towards all the innovative means and methods that cope with the new technological developments.

5- Since this study did not cover all the dimensions; the future studies may address other aspects relating to the study variables such as (knowledge management, Information technology, transformational leadership, and total quality).

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