

Activating the Method of Management by Objectives and its Impact on Institutional Performance: A Field Study for the Tax Directorate in the State of Mascara

Khaled FETTOUH

University of Mascara, Sidi Said, CP 2900, Mascara, DZ; k.fettouh@yahoo.fr

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Abstract: This study aimed to identify the extent of the effect of activating the management according to the objectives method in improving institutional performance and to test the relationship between management In terms of dimensions (participation in setting goals, developing an action plan, periodic review, performance evaluation). To demonstrate this, we conducted a field study for the Tax Directorate in Camp Campus of a sample of 64 questionnaires, where the SPSS program was used in statistical processing and data analysis. In order to test the hypotheses, the simple and multiple linear regression method was used. The study concluded that there is no statistically significant effect at the level ($\alpha = 0.05$) for the two dimensions (participation in setting goals, developing an action plan) on institutional performance, in contrast there is a statistically significant effect at Level ($\alpha = 0.05$) for two dimensions (periodic review, performance evaluation) on institutional performance.

Keywords: management by objectives; institutional performance; dimensions of management by objectives; tax directorate; Mascara.

Introduction

In light of the great stakes and challenges associated with globalization and the rapid technological developments that the world is witnessing, the normal performance of institutions is no longer sufficient to meet these changes, whatever their capabilities, in order to achieve their goals and ensure their survival and continuity.

As an inevitable result, these factors were reflected on administrative concepts and on models and tools of strategic analysis in order to reveal the real sources for improving performance and achieving goals, as traditional ideas and methods are no longer able to keep pace with the wave of modernization and development that the world is witnessing, which necessitated the search for some necessary modern approaches or methods. Therefore, the method of management by objectives, which was popularly used thanks to Peter Drucker when he published his book entitled (*The Practice of Management*), in which he emphasized the importance of setting goals for the organization and the individual together (Drucker, 1954), and George Odiorne developed the idea in writing (*Management Decisions by Objectives*) (Odiorne, 1969), as an appropriate model to meet these circumstances, and one of the administrative strategies that allow the use of all available resources, and is also a way to positively motivate employees to carry out administrative practices (Hoffmann-Burdzińska & Flak, 2015).

The management by objectives model aims to improve performance that contributes to achieving success for organizations and helps them build a distinguished strategic and competitive position that guarantees their survival, growth, and continuity. Through this study, we will shed light on the study of activating the management style by objectives and

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its impact on institutional performance in the Tax Directorate of the State of Mascara. The envisaged problem can be formulated as follows: What is the extent of activating the management by objectives method and its impact on improving institutional performance in the institution under study? The sub-questions are:

- What is the impact of participation in Participate in setting goals on institutional performance in the institution under study?
- What is the impact of developing an action plan on institutional performance in the institution under study?
- What is the impact of Periodic review on institutional performance in the institution under study?
- What is the impact of performance evaluation on institutional performance in the institution under study?

In the midst of the study's problematic and sub-questions, the following hypotheses can be formulated. *The main hypothesis:* There is no statistically significant effect at the level ($\alpha = 0.05$) between management by objectives and institutional performance in the institution under study. The following sub-hypotheses are derived from the main hypothesis: *the first sub-hypothesis:* There is no significant statistically significant effect relationship at the level ($\alpha = 0.05$) for participation in Participate in setting goals in improving institutional performance in the institution under study; *the second sub-hypothesis:* There is no significant statistically significant effect relationship at the level ($\alpha = 0.05$) to develop an action plan to improve institutional performance in the institution under study; *the third sub-hypothesis:* There is no significant statistically significant effect relationship at the level ($\alpha = 0.05$) of Periodic review in improving institutional performance in the institution under study; *the fourth sub-hypothesis:* There is no significant statistically significant effect relationship at the level ($\alpha = 0.05$) to performance evaluation in improving institutional performance in the institution under study.

The objectives of the study can be summarized in the following points: standing on some theoretical approaches to managing by objectives and institutional performance; recognize the importance of applying the management style by objectives; recognize the reality of activating and practicing the application of the management by objectives method; determining the extent to which management by objectives affects institutional performance; testing the study model, determining the level of interest in management by objectives in improving institutional performance, in addition to searching for the effect among the study variables.

The importance of the study can be summarized in the following points: a. it draws the attention of decision-makers in public sector institutions to the most important management variables with objectives that contribute to improving the level of performance and provides them with the necessary proposals to achieve excellence in their performance in order to achieve the objectives of the institution and b. it provides the scientific support to decision-makers at the level of public institutions in the process of taking rational decisions and the necessary corrective actions.

Given the importance of management by objectives in institutions, we have tried to study its role in improving institutional performance in the institution under study, considering that certain issues (participate in setting goals, develop an action plan, periodic review, performance evaluation) are independent variables and institutional performance is a dependent variable, and the following figure (Figure 1) shows procedural form of the study.

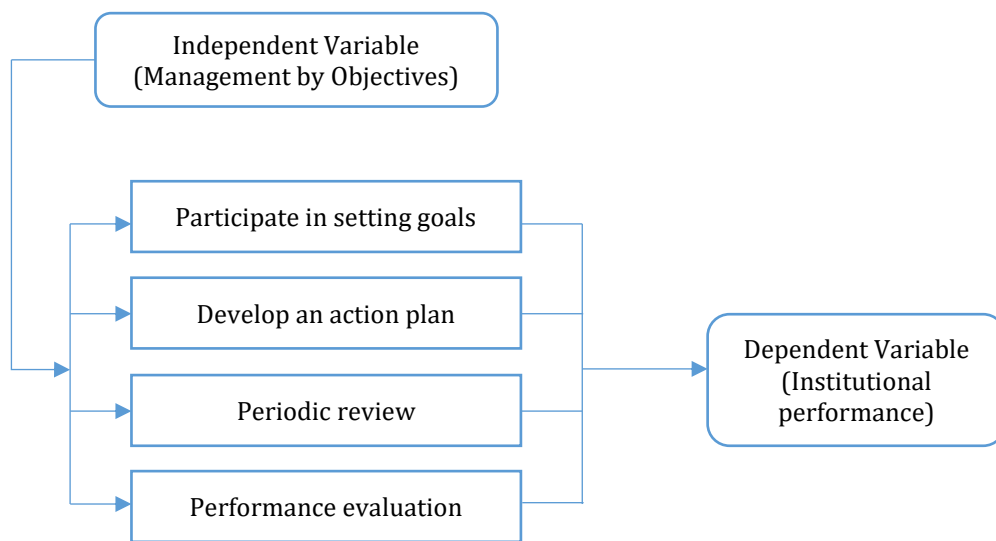


Figure 1. Research variables

In this study, the descriptive analytical method was relied on in addressing this main question, as the descriptive method was used to collect the scientific material necessary to identify the theoretical aspects of the subject of the study, by relying on various documents and previous scientific publications, while resorting to the analytical method to extract the relationship Among the variables of the study through a field study to project theoretical concepts on the ground.

Regarding previous studies, research by Felix Francis (Francis, 2018) entitled Management by Objectives (MBO) as an instrument for Organizational Performance of Deposit Money Banks in Nigeria. The study aimed to identify the relationship between management, objectives, and organizational performance in the financial deposit banks under study in Nigeria, Yola city in particular. The study also revealed that the participation of employees in the goal settings, delegation of authority to employees and motivating employees had a positive impact on organizational performance in financial deposit banks in Nigeria (Francis, 2018). The study conducted by Xhavit Islami, Enis Mulolli, Naim Mustafa entitled Using Management by Objectives as a performance appraisal tool for employee satisfaction. The study aimed to identify the importance of applying the management by objectives method in evaluating performance and enhancing the effectiveness and satisfaction of employees. A questionnaire consisting of 172 questionnaires was used from 13 companies operating in Kosovo. The study concluded that the MBO method should be used as a method to evaluate performance and raise the level of effectiveness and employee satisfaction (Xhavit, Mulolli, & Naim, 2018).

The investigation unfolded by Mabrouka Abdallah Al-Khafifi, Fatma Yousef Al-Mansouri entitled The Application of Management with the Objectives on the Performance of Workers in Libyan Business Organizations (Field Study on the Arabian Gulf and the River Pipes Manufacturing Companies). This study aims to know the relationship of the application of management with the objectives on the performance of workers in Libyan business organizations. The study population may be Libyan business organizations based in Benghazi. The study was applied to the Arabian Gulf and the river pipes manufacturing companies, from which a simple random sample of (43) administrators and head of department was selected. The study found that the level of management of the objectives in all three dimensions was low, as well as the level of performance of the staff was low level, the results showed that there is a positive relationship between the application of management and objectives on the performance of employees, and there is also a correlation between the dimensions of the management with objectives and the performance of workers in Libyan business organizations (Mabrouka & Al-Mansouri, 2020).

To his knowledge, the researcher did not find studies completely similar to his study, except for some studies that partially intersect with it, because those studies dealt with the issue of management by objectives in a framework other than the one intended by this study, and accordingly, this study is similar to those studies in the degree of application of management by objectives and used the same methods. The research tools and method, but they are distinguished from previous studies in that the reality of the application of management by objectives and its impact on institutional performance has been addressed, in addition to formulating a mathematical relationship that shows the relationship between management variables with objectives and institutional performance

Literature review

Defining management by objectives

According to (Drucker), Management by objectives is regarded as a system for improving performance, both individual managers and the enterprise as a whole by setting of objectives at the corporate, departmental and individual manager's level (Shikha & Shweta, 2015). Management by objectives is a behavioral pattern of the manager whereby he studies the expected future and potential opportunities for development and leads the organization's members to achieve the desired results and at the same time push them to achieve their personal goals (Ali Mohamed, 1984).

Among those interested in studying management by objectives is John Humble, who is considered one of the contributors to this field, He defined management by objectives as a dynamic system that reconciles the organization's need to achieve its goals of production, service provision, profit and growth on the one hand, and the needs of managers to participate and develop their energies and abilities on the one hand the other side (Humble & Humble, 1973, p. 13).

As for George Odiorne, he defines it as a management process that allows superiors and subordinates to clearly define common goals and priorities by double-identifying major responsibilities for the results they expect and using indicators as a guide to assess the extent to which each of them contributes to achieving them (Gerry & Kavan, 2000, p. 135).

Management by Objectives (MBO) is a strategic management model that aims to improve the performance of an organization by clearly defining agreed goals between management and employees. According to this theory, the participation of employees in goal setting and work planning encourages and motivates them to participate, increases their commitment to the company, improves communication between management and employees, and leads to reconciling the goals of all parts of the system.

Management by objectives model

Among the models of management by objectives, we mention them (Al- Harbi, 2008):

- *The McConkey Model (McConkey, 1981)* - Through the experience of applying management by objectives, in a service organization, McConkey identified three main stages of implementation that can be summarized as follows. *Preparation stage*: The manager's job, duties, responsibilities and levels of authority are clarified. *The goal setting stage*: The manager is asked to develop a plan that includes setting clear goals for performance that are reasonable, measurable, and programmed. *Evaluation stage*: the manager evaluates his performance by comparing the results with the goals that have been agreed upon, then the manager discusses his self-evaluation with his boss, and it is agreed to evaluate the manager's performance during the previous period.

- *Tosi and Carrol (1983)* - Tosi and Carol see that management by objectives consists of four basic elements. *Objective-setting*. Objectives are set in three phases: Identifying responsibility duty stations or activities that are essential to the organization's long-term

progress; Determine methods for measuring achievement in each aspect; Defining goals that can be used as a measure of achievement. *Developing a practical plan*: by defining the strategies, policies, and programs necessary to achieve them. *Doing the periodic review*: by establishing a control system to ensure that the organization is on the desired and prescribed path and that the actions will lead to the results and objectives that were previously set. *Evaluation of the annual achievement*: the annual evaluation is what has been done and preparing for the next year. If the goals are not achieved, the responsible person and his direct manager should focus their efforts on knowing the causes and identifying them, knowing the deviations and their causes, correcting them, and working to avoid them in the coming times.

- *SighlaKi and Walas (1992)* - SighlaKi and Wallace define the management by objectives model in eight steps, which are as follows. *Diagnosis*: This step includes the initial activities facing to know the employee's needs, functions, technology, and other issues in the organization. *Planning*: It includes issues related to the organization's general and strategic objectives, obtaining management's commitment to the management system with objectives, and training and developing employees on how to use this method. *Description of the worker's job*: In this step, which is the most complex, the employee is required to describe his job, its content, duties, and responsibilities, and these are important aspects where the person must be familiar with the work to be performed before setting specific goals. *Setting goals*: the employee initiates the process of interaction between the boss and the subordinate by creating a set of goals for the coming period (usually one year), and the attention is focused on the type of goal, the priorities, the scheduled dates for achieving them, and the methods of measurement. *The president's review of the objectives*: the president reviews the initial objectives and makes proposals for their development and improvement. *Joint agreement*: the fourth and fifth steps are repeated until an agreement is reached between the employee and his boss about the objectives set for the specified period. *Initial evaluation*: the boss and subordinate meet during the period being evaluated to evaluate the progress of work towards achieving the goal. This meeting may take place once, twice or more during the year. The purpose of these meetings is not to determine what has been accomplished only, but to amend the goals if they arise. New information or events in the environment. *Final evaluation*: the superior and subordinate evaluate the results at the end of the specified period, and the focus here is on analysis, feedback and input for the next session, and the session is repeated for another period after the end of this step.

Institutional performance

Institutional performance is defined as reflection of how the organization uses material and human resources and uses it efficiently and effectively in a way that makes it able to achieve its goals (Falah Hassan, 2000, p. 231). Institutional performance is defined as the organization achieving its goals that it has set in its mission by spending an acceptable level of organizational resources in order to achieve the goal of continuity and long-term survival for the organization. (Elshanty & Hamdonah, 2019).

Institutional performance is defined as the outcome of the efforts and processes carried out by the institution, which is represented in its ability to employ its resources in light of interaction with the internal and external environment to accomplish the required tasks efficiently and effectively in order to achieve its objectives. (Al-Shantaf & Shehadeh Kaffa, 2019). The performance of the institution can be judged by three different criteria, but they are complementary to each other, and these criteria are: the importance of the goal, the ability to reach the goal, the economic way to reach the goal, and these three criteria constitute the concept of the overall performance of the institution.

Performance evaluation

Performance evaluation is defined as commenting or issuing a judgment on the result obtained, Performance evaluation is also seen as all operations and studies that aim to determine the level of relationship between the available resources and the efficiency of

their use by the institution, with a study of the development of the mentioned relationship during successive periods of time or a period of time, Specific time by making comparisons between the expected and achieved goals, based on specific criteria and standards (Al-Karkhi, 2007, p. 3).

Determinants of institutional performance

The determinants of institutional performance can be formulated in the following form (Figure 2):

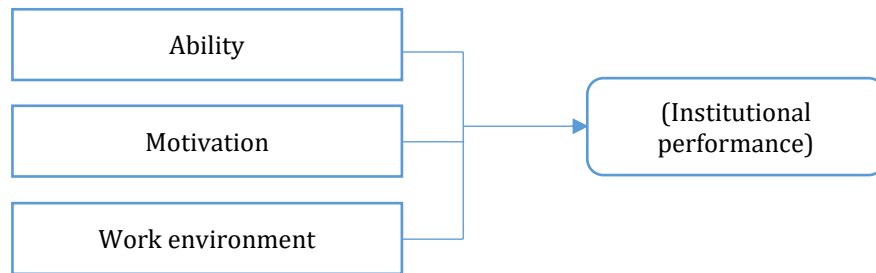


Figure 2. Key determinants of institutional performance
(Sayed Mostafa, 2005, p. 71)

Ability - a characteristic that exists in a particular individual that enables him to accomplish an act, solve a problem or achieve compatibility. The source of the ability is the achievement potential of the individual that appears in performing the act in a specific way, or in learning skills, or acquiring specific knowledge, and it is possible to measure some abilities by intelligence tests (Ben Sharik & Manni, 2017). Ability refers to what the individual can actually accomplish from the work, it is also linked to speed and accuracy in performance and there is no difference in this use between acquired abilities and innate abilities.

Motivation - An internal state of the individual that generates energy and movement and directs behavior towards the goal (Al-Douri, Nedjme, Scarna, Alaml, & Mohamed, 2020, p. 227). The effort expended by the individual to perform the work represents the reality of the individual's degree of motivation to perform; this effort is in fact the degree of the individual's enthusiasm to perform the work.

Work environment - It is defined as everything that surrounds the individual in his work and affects his behavior, performance, inclinations towards his work, the group he works with and which he follows, and the project to which he belongs (Rajm, Eid, & Reem, 2019).

Institutional performance measurement indicators

Among the indicators for measuring institutional performance, there are different aspects to follow (Salam Jasim & Alshahrabally, 2019). The indicators related to effectiveness - effectiveness has a classic approach and includes the ability to achieve goals in an optimal way, since the effectiveness of the organization is its ability to achieve the goals for which it was established, and the approach to the systems is represented in the organization's ability to achieve the declared goals without weakening and depleting its resources and energies, and the concept of effectiveness consists of several dimensions can be clarified as follows: the organization's ability to implement its set goals and securing inputs and resources, as the effectiveness of the institution is measured by its ability to provide the necessary resources and its success in dealing with the external environment.

In what concerns the productivity indicators, this is done by finding the relative relationship between the outputs and the inputs of those units, productivity equals the outputs/inputs. The indicators related to efficiency define efficiency as the use of the institution's resources and its relationship to results, as efficiency is equal to the resources

actually used divided by the resources planned to be used in a hundred, and it is possible that the institution is using its resources efficiently while they are ineffective.

The applied framework of the study

Study population and sample

The study population is represented in a sample from the Tax Directorate of the State of Mascara, where the studied sample consisted of the frameworks of this institution, where (80) forms were distributed and (70) forms were retrieved from them, and after examining them, (6) forms were excluded as shown in the following table.

Table 1. Number of questionnaires distributed and retrieved and response rate

| | Number | Percentage |
|------------------------------------|---------------|-------------------|
| The total number of questionnaires | 80 | 100 |
| Retrieved Questionnaires | 70 | 87.5 |
| Non-refundable questionnaires | 10 | 12.5 |
| Excluded questionnaires | 6 | 7.5 |
| suitable questionnaires for study | 64 | 80 |

Source: prepared by the researcher

Research tool

This study used the questionnaire as a tool for data collection, which included three (03) axes. The first axis deals with the personal variables of the study sample's vocabulary, which are: gender, age, educational qualification, and professional experience, (Participate in setting goals, Develop an action plan, Periodic review, performance evaluation). As for the third axis, it was devoted to institutional performance as a dependent variable. It should be noted that data unloading, tabulation, analysis and interpretation were done using the statistical methods package SPSS version 22.

Stability of the study instrument

In order to verify the reliability of the questionnaire and the validity of the sample members, a Cronbach's alpha test was conducted to measure the overall reliability of the questionnaire and the internal consistency of its statements. The test results were as follows (Table 2):

Table 2. The test Alpha's Cronbach for the reliability

| Main variable | Dimensions | No. of items | Cronbach's Alpha |
|---------------------------|------------------------------|---------------------|-------------------------|
| Management by objectives | Participate in setting goals | 05 | 0.733 |
| | Develop an action plan | 06 | 0.778 |
| | Periodic review | 06 | 0.700 |
| | Performance evaluation | 06 | 0.835 |
| Institutional performance | | 13 | 0.844 |
| Questionnaire | | 36 | 0.918 |

Source: Prepared by the researcher based on the results of SPSS

By extrapolating the results recorded in the table above, we note that the values of coefficient Cronbach's Alpha are greater than the minimum acceptable value estimated at 60%, (Warner, 2008, pp. 856-858), which indicates that the questionnaire statements are made with internal consistency and reliability, and this is what makes them valid for study, analysis and drawing conclusions.

Analysis of the results

The results of the descriptive analysis of the data

The distribution of the sample members can be clarified through the following table.

Table 3. The demographic data of the respondents

| Variables | | Frequency | Percentage |
|-------------------|------------------------|-----------|------------|
| Gender | Male | 28 | 43.8 |
| | Female | 36 | 56.2 |
| Total | | 64 | 100 |
| Age | Less than 30 Years | 03 | 4.7 |
| | 31 - 40 Years | 25 | 39 |
| | 41 - 50 Years | 32 | 50 |
| | 51 - 60 Years | 04 | 6.3 |
| Total | | 64 | 100 |
| Work Experience | 0 - 5 Years | 05 | 7.8 |
| | 6 - 10 Years | 17 | 26.5 |
| | 11 - 15 Years | 20 | 31.3 |
| | More than 15 years | 22 | 34.4 |
| Total | | 64 | 100 |
| Educational Level | Professional formation | 03 | 4.7 |
| | Secondary | 16 | 25 |
| | University level | 45 | 70.3 |
| Total | | 64 | 100 |

Source: Prepared by the researcher based on the results of SPSS

The results of the descriptive analysis of personal data showed that 56.2% of the sample subjects are males, and 43.8% of the sample subjects are females. Therefore, we note that the ratio is close between males and females, and this explains that the sample surveyed depends on the principle of equal opportunities and the principle of efficiency and profitability in the job.

We also find that 50% of the respondents are between the ages of (41 - 50) years, followed by 39%, whose ages range between (31 - 41) years. The lowest percentage of respondents who are less than 30 years old was recorded, as it was estimated at 4.7%. We also find that 31.3% of the respondents have more than 11 years of professional experience, while in terms of possessing academic qualifications, we find that 70.3% of the study sample have university degrees that qualify them to hold qualitative positions and decision-making.

The results of the descriptive analysis of the data of the study variables axes

The descriptive analysis of the study variables using the arithmetic mean and standard deviation showed the results shown in the table below.

Table 4. Descriptive results

| | Mean | Standard deviation | Degree of approval |
|---------------------------|--------|--------------------|--------------------|
| Management by objectives | 3.5754 | 0.63522 | high |
| Institutional performance | 3.2560 | 0.58648 | medium |

Source: Prepared by the researcher based on the results of SPSS

The arithmetic mean value of 3.5754 appeared slightly greater than the average of the measurement tool (3) for management by objectives, and this means that the sample under study relies on management by objectives to achieve its objectives to a high degree. The effectiveness of institutional performance was also medium, as the arithmetic average of the institution under study was (3.2560), which indicates that the sample interviewed agrees to a moderate degree that there is institutional performance in their institutions.

Results of testing hypotheses of the study

Normality tests: Before analyzing the results of testing the study hypotheses, it is necessary to make sure that the data follow a normality test, for that the Kolmogorov-Smirnov test was conducted to verify the extent to which the data followed a normal distribution, and the test results were as follows (Table 5):

Table 5. normality tests

| | Test value | Prob value (Sig.) |
|---------------------------|------------|-------------------|
| Management by objectives | 0.105 | 0.078 |
| institutional performance | 0.108 | 0.062 |

Source: Prepared by the researcher based on the results of SPSS

Through the above table, the test results showed that the probability value (Sig) of the resolution axes was greater than the significance level (0.05), and therefore the collected data follow a normal distribution, which allows the use of parametric tests to accept or reject the hypotheses of the study.

Main hypothesis test: Through this element, the extent of the influence of the independent variable on the dependent variable will be verified by discussing the main hypothesis which states that there is no statistically significant relationship at the level ($\alpha = 0.05$) between management by objectives and institutional performance in the institutions under study. To test this hypothesis, we used the simple regression method, and the results were as follows (Table 6):

Table 6. Results of the simple linear regression test for management by objectives and institutional performance

| | R | R-squared | Adjusted R-squared | F | Prob (F-statistic) |
|--------------------------|-------|-----------|--------------------|--------|--------------------|
| Management by objectives | 0.724 | 0.524 | 0.516 | 68.208 | 0.000 |

Source: Prepared by the researcher based on the results of SPSS

It is clear from the above table that the value of the correlation coefficient amounted to 0.724, which is a positive correlation, and through the coefficient of determination R-squared it is clear that the variation (change) of management processes by objectives explains 52.4 percent of the change in institutional performance in the institution under study, while the rest is explained by other factors, and since the value of the level of significance is less than the value of the statistical significance ($\alpha = 0.05$), and therefore the regression is significant, and therefore we reject the null hypothesis H_0 (there is no relationship), and we accept the alternative hypothesis H_1 (there is a relationship).

Accordingly, there is a statistically significant relationship at the level ($\alpha = 0.05$) of management by objectives on institutional performance in the institution under study, and therefore the regression equation can be represented through the results of the following table:

Table 7. Results of Simple Linear Regression Analysis of Management by Objectives and Institutional Performance

| | B | Béta | T | Sig. |
|--------------------------|-------|-------|-------|-------|
| Constant | 0.867 | / | 2.951 | 0.004 |
| Management by objectives | 0.668 | 0.724 | 8.253 | 0.000 |

Source: Prepared by the researcher based on the results of SPSS

By extrapolating the results of the above table, we note that the level of significant significance (T) is less than the approved value (0.05), and accordingly, the equation of the simple linear regression model can be written as follows:

| |
|---|
| Institutional Performance = 0.867 + 0668 Management by Objectives |
|---|

Sub-hypothesis test: To test the sub-hypotheses, the multiple linear regression method was used, and the results were as follows:

Table 8. Results of the multiple regression test for the dimensions of management by objectives and institutional performance

| | R | R-squared | Adjusted R-squared | F | Prob (F-statistic) |
|--|-------|-----------|--------------------|--------|--------------------|
| Dimensions of Management by objectives | 0.739 | 0.546 | 0.515 | 17.725 | 0.000 |

Source: Prepared by the researcher based on the results of SPSS

It is clear from the above table that the value of the correlation coefficient amounted to 0.739 which is a positive correlation between (Participate in setting goals, Develop an action plan, Periodic review, performance evaluation) and institutional performance, and through the coefficient of determination R-squared we find that 54.6 percent of the deviations and variances The result is explained by the linear relationship, and the rest is explained by other factors, and since the value of the level of significance is smaller than the value of the statistical significance ($\alpha = 0.05$), then we reject the null hypothesis H0 (there is no relationship), and we accept the alternative hypothesis H1 (there is a relationship). There is a statistically significant effect at a significant level ($\alpha = 0.05$) (Participate in setting goals, Develop an action plan, Periodic review, performance evaluation) on institutional performance (Table 9).

Table 9. Results of the multiple regression analysis of the dimensions of management by objectives on institutional performance

| | B | Béta | T | Sig. |
|------------------------------|-------|-------|-------|-------|
| Constant | 0.785 | / | 2.397 | 0.02 |
| Participate in setting goals | 0.003 | 0.004 | 0.026 | 0.980 |
| Develop an action plan | 0.203 | 0.237 | 1.483 | 0.143 |
| Periodic review | 0.289 | 0.317 | 2.165 | 0.034 |
| Performance evaluation | 0.189 | 0.287 | 2.261 | 0.027 |

Source: Prepared by the researcher based on the results of SPSS

Table 10. Variables excluded from multiple regression analysis

| | Béta | T | Sig. |
|------------------------------|-------|-------|-------|
| Participate in setting goals | 0.004 | 0.026 | 0.980 |
| Develop an action plan | 0.237 | 1.483 | 0.143 |

Source: Prepared by the researcher based on the results of SPSS

In Table 10, we note that the sub-variables (Participate in setting goals, developing an action plan) were excluded by multiple linear regression analysis because the level of significance (T) for the two dimensions, respectively, was $0.980 > 0.05$, $0.143 > 0.05$. Thus, the level of significance (T) is greater than the value of the statistical significance ($\alpha = 0.05$), and from it we accept the null hypothesis H0 (there is no relationship), and we reject the alternative hypothesis H1 (there is a relationship) and accordingly:

- We accept the first sub-hypothesis, which states that there is no significant statistically significant effect relationship at the level ($\alpha = 0.05$) to Participate in setting goals in improving institutional performance in the institution under study.
- We accept the second sub-hypothesis, which states that there is no significant statistically significant effect relationship at the level ($\alpha = 0.05$) to develop an action plan to improve institutional performance in the institution under study.

With regard to the two sub-variables (Periodic review) and (performance evaluation), and by referring to browsing the statistical results contained in Table No. 9, we note that the value of the Béta influence factor was, respectively, estimated at 0.317 and 0.287, which are medium impact ratios on the dependent variable, and since the level of moral

significance (T), which was estimated at 0.034 and 0.027, respectively, is smaller than the value of the statistical significance ($\alpha = 0.05$), and therefore there is a statistically significant relationship for the two variables and accordingly:

We reject the null hypothesis H0 (there is no relationship), and we accept the alternative hypothesis H1 (there is a relationship), accordingly:

- We reject the third sub-hypothesis, and accordingly we say that there is a significant statistically significant effect relationship at the level ($\alpha = 0.05$) of Periodic review meetings in improving institutional performance in the institution under study.

- We reject the fourth sub-hypothesis, and accordingly we say that there is a significant statistically significant effect relationship at the level ($\alpha = 0.05$) to evaluate performance in improving institutional performance in the institution under study.

Therefore, and based on the results of Table 9, we can formulate the multiple linear regression model as follows:

$$\text{Institutional performance} = 0.785 + 0.289 \text{ Periodic review} + 0.189 \text{ Performance evaluation}$$

Conclusions

The management by objectives model is one of the effective modern administrative methods within the various organizations, as it expresses a set of operations jointly implemented by both the superior and the subordinate. As criteria for regulating the conduct of the administrative process, and as a criterion for verifying the extent to which the goals are achieved, and through this study, the relationship of the effect of activating the management method with goals in improving institutional performance in the Tax Directorate of the State of Mascara was tested, as after the presentation of theoretical concepts, analysis of data from the field study and discussion in the light of the hypotheses, we reached a number of conclusions and recommendations that could be drawn as follows.

Firstly, management by objectives is a strategic management model that aims to improve the performance of the organization by clearly defining agreed goals between management and employees. Given that performance is the result obtained in any field of work, we can say that management by objectives is the main source for improving performance. Secondly, the results of the statistical analysis of the data in general showed that the attitudes of the study sample members about the extent of the application of management by objectives in the institution under study is at a high level, and this is based on the value of the arithmetic mean, which was estimated at 3.5754 and the standard deviation was estimated at 0.63522. Thirdly, the findings showed that the attitudes of the study sample members about the level of institutional performance in the institution under study is at the average level, and this is based on the value of the arithmetic mean, which was estimated at 3.2560 and the standard deviation was estimated at 0.58648. Fourthly, the statistical analysis showed a significant effect of statistical significance at the level ($\alpha = 0.05$) of management by objectives in improving institutional performance in the institution under study. Fifthly, the results indicated a significant effect of statistical significance at the level ($\alpha = 0.05$) of the periodic review dimension in improving institutional performance in the institution under study. Lastly, a significant effect of statistical significance at the level ($\alpha = 0.05$) of the performance evaluation dimension in improving institutional performance in the institution under study was observed.

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