



ADMINISTRATIVE EXCELLENCE AMONG SECONDARY SCHOOL PRINCIPALS IN DHI QAR GOVERNORATE FROM THE TEACHERS' POINT OF VIEW

Safaa Abdul-Hussein Hadhoud Al-Rikabi

Lecturer Assistant

Master's degree Educational and Psychological Sciences

Iraqi Ministry of Education

General Directorate of Education Dhi Qar

Sdasafa63@gmail.com

Article history:	Abstract:
<p>Received: 6th August 2022 Accepted: 6th September 2022 Published: 11th October 2022</p>	<p>The current research aims: (to identify the administrative excellence of secondary school principals from the teachers' point of view). To achieve this goal, the researcher followed the procedures of the descriptive research approach, and a sample of (100) teachers and female teachers in secondary schools was selected from the research community, with a rate of (50) teachers. And (50) female teachers distributed among the governmental morning secondary schools affiliated to the Dhi Qar Education District. Then the researcher prepared a special questionnaire for administrative excellence that consisted of (30) paragraphs to know the level of administrative excellence for principals. The self, and then also verifying the stability of the questionnaire by re-testing on an exploratory sample consisting of (25) teachers and two weeks after applying the test, as it reached (0.89), which is a good stability coefficient. To analyze the data, the researcher used the statistical package (SPSS) and they reached the following results:</p> <ol style="list-style-type: none">1. Finding the statistical differences between males and females, where the percentage of excellence for (females) was greater than (males), and this was verified by conducting a t-test for two independent samples, and the t-value between them was (9.297). Because it has a significant impact on the functioning of the individual and the group2. Enhancing administrative excellence by developing promotional programs with the aim of personal development and self-development for secondary school principals. The research proposals were:<ol style="list-style-type: none">A. Studying the relationship between excellence management and some other variables such as psychological status, social status, level of culture, type of specialization and others Linking administrative excellence by conducting comparative studies between people with high and low management.

Keywords: Administrative , successful administration , Administrative excellence , secondary school's principals. Teacher's point of view ,

INTRODUCTION

The development in society imposes on all institutions the need to move towards achieving administrative excellence at the individual and collective levels in various institutions, especially educational ones.(Abu Al-Nasr, 2014: 36)

Therefore, the trend towards achieving administrative excellence has become an urgent necessity in light of the many challenges witnessed by the era, represented by the knowledge and information revolution. Therefore, the achievement of development within the institution, especially the school, depends on the presence of a successful administration represented in the director and his management of the school in a distinct and successful way, so the interface of many societies The developing countries, including our Iraqi society in this century, have great challenges in the field of science, knowledge, innovation and creativity in all aspects of life, in a way in which there is a large gap of intellectual stagnation and routine traditional methods in school management, and this will not work, especially as we live in a rapidly developing and changing world towards openness The tremendous cognitive and educational (Al-Azzawi, 20:2009)

If the school is considered one of the most important vital institutions and the basic basis for preparing educated human resources based on a distinguished administration that reflects its results on teachers and students, modernity in school

management and excellence alike has results and a great impact on the hearts of subordinates, teachers and students. Striving to achieve administrative excellence, it becomes weak in output (Al-Meligy,5:2012)

Therefore, administrative excellence requires bringing about a radical change in the organizational climate of the school. It also aims to bring about continuous change, which requires preparing and training managers for that change in order to keep pace with the requirements of the times, since the director is the leader in the institution (the school) that leads the community culturally and intellectually. Managers are the main wealth For any project, they are the most valuable resource and their value is declining faster than anything else and they need continuous development. (Saleh, 2004: 23) Administrative excellence is firm and critical practices that seek development. It is a state of creativity and organizational excellence that achieves high levels. Therefore, the principals and the way they follow the process of administrative excellence will create development, which is one of the most important elements of school administration, which in turn solves the problems of the school (Abu Al-Nasr, 2014).

From this point of view, at the present time, some problems in the school are exacerbated and due to its leadership role in the search for distinguished performance and the search for a way to adopt the standards of modern management that have become distinguishing university work, and not being satisfied with the traditional methods of administrative performance. Therefore, all educational institutions, especially schools, must Secondary ones include working with the element of excellence and in the spirit of work and striving to get rid of traditional ways of thinking, trying to provoke new ideas, and to achieve a competitive advantage by keeping pace with developments and changes in order to become highly capable of performing its functions in an efficient and distinct manner, and not to set clear and consistent tasks and goals. By the school principal, it will lead to the existence of some gaps in the school administration, especially with regard to the requirements of excellence, as it is a recent concept in educational administration and school administration. Therefore, the problem of the current research resulted from the desire to identify and reach research results about the extent to which secondary school principals follow a certain number. Methods of managing excellence and facing the challenges of changing reality to achieve the goals of the Iraqi Ministry of Education and the questions raised by the current research Through recognizing the administrative excellence of secondary school principals in Dhi Qar Governorate from the teachers' point of view?

RESEARCH IMPORTANCE:

Education represented by secondary schools has great interest at various levels in all countries of the world, in addition to that it is witnessing a continuous development for the better to keep pace with the developments that have occurred in society in light of the era of globalization and the development witnessed in this era in all its scientific and technical characteristics, and accordingly it is considered Education and performance in secondary schools is a key role in the success of these departments in schools, and this success is reflected on the basis of the distinguished role that individuals play in the progress and development of societies, through the preparation of human resources in various institutions as well as the preparation of intellectual leaders in the various fields of education, educational, scientific and professional. If the educational process is the cornerstone of the country's progress, and the school is a scientific edifice, it has a civilized and societal reflection, which aims to spread awareness and properly raise individuals (Al-Ta'i, 2009: 25).

In the short period, the educational administration witnessed changes represented in the achievement of human development, as the achievement of development depends on the quality of the institutions and managers in them in terms of their ability to achieve their goals and meet their requirements. The administration is a responsibility in the sense that it is responsible for achieving the goals for which the institutions were established, meaning that any goal, small or large, cannot be achieved unless we declare our determination to achieve it in a distinctive way. The principal in the school is responsible for making rational decisions by performing and managing excellence. His work on other departments in order to solve problems and achieve goals (Al-Azzawi, 2009).

Therefore, the importance of administrative excellence becomes clear in that it contributes to achieving the process of competition between principals in order to raise the quality of the school and its human resources, which in turn changes the role of the principal merely to carry out routine administrative duties to a more comprehensive role that includes developing and changing educational methods and activities.

Therefore, the advancement of the level of administrative excellence in the school depends primarily on its administrative leaders represented by the principals of secondary schools, and then in the advancement of the teaching staff, and that the method of creative excellence helps to gradually develop the cadre of its employees if it seeks to make additional and advanced efforts to achieve these goals.

RESEARCH OBJECTIVES: THE RESEARCH AIMS TO:

- 1- Recognizing the administrative excellence of secondary school principals from the teachers' point of view
- 2- Recognizing the significance of the differences in administrative excellence by gender (males, females)

Search Limits:

The current research is limited to secondary school principals in Dhi Qar Governorate / Al Rifai District for the academic year 2020. 2022

Define terms:

Administrative Excellence

- 1- (Gardner, 1989): It is "the constant striving to reach the highest levels in every stage of life, and in each of its paths" (Gardner, 1989: 25).
 - 2- (Abu Al-Nasr, 2008): It is to achieve superior results and avoid exposure to error or deviation as much as possible by relying on clarity of vision, setting goals, proper planning, proper implementation, and continuous evaluation (Abu Al-Nasr, 2008: 1
 - 3- .3(mirabile, 2008) is a set of knowledge, skills and abilities possessed by outstanding performers (mirabile, 2008).
 - 4- .4The ability of individuals or institutions to perform the work required of them with high efficiency
 - 5- .5The individual's ability to successfully perform administrative work within the institution
- Procedural definition: The researcher defines administrative excellence procedurally as the overall result of managers after applying the administrative excellence questionnaire.

CHAPTER TWO

Theoretical framework and previous studies

First - the concept of administrative excellence:

many studies and research have been preoccupied with the topic of the concept of administrative excellence, which led to the different views of researchers on the subject of this concept. As for modern theories, administrative excellence has been linked with several terms: such as the effectiveness of management in an organization that focuses on achieving goals, the quality of administrative life, climate, and organizational culture. And work on the development of individuals within the institution, continuous learning, innovation, improvement of administrative work and community development within the institution. Excellence reflects the extent to which the institution (school) is able to achieve the needs of individuals and achieve their full satisfaction with the management in it in order to combine all efforts towards success, as administrative excellence indicates that it is an administrative method. Successful aims to possess more positive qualities than others and excel in the performance of administrative work, and several concepts overlap With the concept of excellence, including creativity, innovation, superiority, success, and change in positive directions that create cases of excellence. (Al-Meligy, 10: 2012)

The concept of excellence in educational administration and school administration alike can be at two levels, as was stated in the theoretical literature. He achieves superiority over himself and others in the management of the institution and avoids it as much as possible from exposure to error or deviation by relying on clarity of vision, setting goals, proper planning, proper implementation and continuous evaluation, and the second type of administrative excellence includes excellence at the level of the institution (school) depends on this type It is based on two basic principles: the first and its purpose is to achieve an unprecedented achievement in the institution in which the manager excels over all his competitors, and the second is that every action issued by the administration aims to achieve full quality that leaves no room (Al-Salami 2002 3:).

As for (Al-Duwairi, 2006) he established for us four patterns of excellence represented in:

- Administrative excellence at the level of individuals.
- Excellence at the level of groups and work teams.
- Excellence at the level of the organization and includes two important aspects: the technical component and the administrative component.
- Excellence at the national level, which includes all public sector organizations (Al-Duwairi, 41:2006).

Second : Characteristics of Administrative Excellence:

Achieving administrative excellence leads to a tangible change in the level of administrative performance at the level of the outskirts of the institution.

The characteristics of administrative excellence include the following:

- 1- 1Clarity and definition of the vision and mission of the institution and the general objectives of the institution, and clarity and identification of the mission and objectives of all units in the institution. It provides a strategic plan organized by the manager .For institutions and annual plans for units based on scientific foundations.
- 2- Administrative excellence works on the existence of a clear, specific, purposeful, comprehensive, integrated, scientific and stable structure for the institution.
- 3- The existence of administrative excellence provides work within specific administrative work quality standards for all areas of work in the institution.
- 4- He works to create a high level of performance for all administrators, supervisors and workers in institutions.
- 5- Availability of an atmosphere of understanding, cooperation and sound human relations among all employees of the institution

Third: the principles of administrative excellence and its foundations:

There are a set of basic principles of administrative excellence, which are:

- A. The principle of leadership democracy, which means breaking away from traditional bureaucratic patterns, expanding the circle of decision-making, and paying attention to informal communications to achieve

more effectiveness. The principle of susceptibility to change, which means the availability of a healthy climate, positive attitudes and sufficient culture with igniting the fuse of positive constructive competition.

B. The principle of independence, which is technical, administrative and financial independence until it sets excellence and takes what it deems appropriate to excel and maintain it. It is also aware of adopting the decentralized and semi-autonomous administrative approach for the departments and opening the way for creative competition between departments and departments with close control over the prevailing work systems

C. The principle of approaching human resources, by providing distinguished service in an institution with a good quality, and ensuring product quality.

D. The principle of innovation, which means innovating creative ways that support continuous development and improvement. (Al-Salami, 2009)

Fourth: Entrances to Excellence:

There are several entrances to administrative excellence:

1- Strategic management: It is one of the modern administrative approaches and is known as a method of Thinking and acting lead to charting the general direction and visualizing the future visions of the institution and defining its long-term goals, and the multiplicity of dimensions of the relationship between it and its environment, which contributes to clarifying the opportunities and threats surrounding it and its distinctive strengths and weaknesses, with the aim of making strategic decisions affecting the long-term, reviewing and evaluating them (Al-Maghrabi, 1999: 33)

2- Total Quality Management: It is an administrative philosophy and an intellectual approach to ensuring the quality of the institution in all areas Its stages from design through operations to production depend on an integrated approach of activities and the participation of everyone in that in order to lead to continuous improvement and development (Alwan, 2001: 82)

3- Re-engineering: It means radical change and the use of new ways of thinking with the aim of continuous improvement and development. It means starting from scratch and overcoming old methods and thinking in modern and different ways of production to achieve the desires of the beneficiaries (Amer, 1998: 35).

4- Comparing and measuring with the best: It is the process of measuring or comparing the production, services and performance provided in the current year with previous years to find out the best (Abdul Hafeez, 2003: 77).

Obstacles to managing excellence:

Many institutions suffer from internal problems and obstacles that reduce their ability to raise the level of their performance and achieve excellence. Excellence cannot flourish with the absence of democratic management and the rule of traditional management and its dependence on bureaucratic practices (Ziglar, 2007: 91.)

Among the most important of these obstacles (and Brasky, 2009: 126), (Hassan, 2011: 58)

Restriction of formality and rules.

- ❖ fear of failure.
- ❖ Not encouraging and supporting creativity and quality in performance.
- ❖ Fear of change and maintaining routine.
- ❖ Lack of vision for the organization.
- ❖ Traditional driving.
- ❖ Bureaucratic management.
- ❖ Lack of interest in the satisfaction of the beneficiaries.

The roles of the principal in the school or any other institution:

The Role: The set of activities and behaviors that others expect from the individual as the practitioner of this role. Each of us has a set of roles in life and work, including: his role as a son, husband, and father ... and his role as an employee, colleague, boss or manager ... Ahmed Sayed Mustafa explains that the role of The individual at work stems from the nature of his job or his organizational position, and the role is linked to important administrative terms, which can be identified as follows:

1- Performance: Professional performance means: doing a thing, performing a specific work, or accomplishing a specific task or activity

2- .Professional Performance: Professional performance means: carrying out the duties and responsibilities of the job that the person performs, according to the rate imposed by the trained competent worker, and this rate can be known through performance analysis.

3- Performance Analysis: Performance analysis means: studying the amount of work and the time it takes, and establishing a fair relationship between them

4- Rate of performance: It means the rate of performance: the amount of work accomplished by one individual or group of individuals during a certain time, under the normal conditions of work, or the amount of time required to complete the amount of work. Managers perform the five major managerial functions through and through a variety of managerial roles (Hassan, 2011).

1- Al-Jabari study (2009):

(The Role of Excellence Management in Developing the Performance of Higher Education Institutions in the West Bank): The study aimed to identify the extent of the effectiveness of the Excellence Department and its contribution to the development of the performance of higher education institutions in the West Bank. The study adopted the descriptive analytical approach. Data collection through the preparation of a questionnaire that was distributed to all members of the study community represented by senior management (chairmen, deputies and officials of quality, planning and development units) and the following statistical methods were used: (arithmetic mean, standard deviation, Pearson correlation coefficient): .

- A. The degree of practicing the elements of the enablers to manage excellence is medium.
- B. There is a disparity between higher education institutions in the West Bank according to the practices of the Excellence Department.
- C. There is a positive correlation between the nature of the practice of the self-evaluation process mechanism and the results of applying the elements of excellence management.
- D. There is a difference in the order of importance of the excellence management elements and business results from the point of view of the respondents as individuals and in terms of the extent of actual practice of those elements (Al-Jabari, 2009).

2- Sahmoud study (2013):

(The reality of excellence management at Al-Aqsa University and ways to develop it in the light of the EFQM model of excellence): The study aimed to reveal the reality of the management of excellence at Al-Aqsa University and ways to develop it according to the European model of excellence EFQM, as this was done from the perspectives of Owners of supervisory positions (members of the university council, directors of departments and units, heads of academic/administrative departments). The study relied on the descriptive analytical approach. The method of comprehensive inventory was used for the study community and the questionnaire was used in collecting primary data as a tool for the study and for the purpose of describing and analyzing data in order to achieve the objectives of the study and test its hypotheses The following statistical methods were used: (arithmetic mean, standard deviation, Pearson correlation coefficient, Cronbach's alpha test, one-way analysis of variance, Scheffe test, Coulomb-Grove-Smirnov test.)

The study reached a set of results, including:

- A. The level of Al-Aqsa University's application of the management excellence elements in the light of the EFQM Excellence Model is less than (60%).
- B. There is a difference in the views of supervisory job holders about the level of application of the elements of the European Model of Excellence Management due to years of service at the university.
- C. There is no difference in the views of supervisory job holders about the level of application of the elements of the European Model of Excellence at Al-Aqsa University due to the scientific qualification (PhD - Master - High Diploma - Bachelor - Intermediate Diploma) (Sahmoud, 2013.)

Foreign Studies:

1- Study (Zahed and Reza, 2005).

Designing a model to determine the criteria for discrimination in Iran, the study aimed to identify criteria for discrimination that fit the nature of the educational and social service sector in Iran. The researcher reviewed the theoretical literature and identified a set of criteria for discussion, and the following criteria were reached: (people, leadership, organizational culture that support creativity, and the researcher used a set of questionnaires that consisted of (434) questions distributed to (66) members of the community to verify the results Which were determined by the focus groups, and the study reached the main results: the design of a special model for excellence that relied on the above-mentioned criteria with a weight for each criterion according to its importance, as well as the development of an algorithm to determine the relationships between the criteria and their impact on performance (Zadeh & Reza, 2005).

2- Study (Saada, 2013)

Applying the leadership criterion of the EFQM Excellence Model in Higher) education institutions-UCAS as a case study The case of the University College of Applied Sciences has been studied as a practical case, because it is the only institution that has obtained an ISO certificate in the Gaza Strip. The study adopted the analytical method. The questionnaire was used as a main tool for data collection. In the college, the study reached the main results: that the level of leadership performance in the university college when applying the leadership criterion of the European model of excellence amounted to about (75.90%), and that the sub-criteria are applied at a similar level, and the study showed a relative increase in the third sub-criterion in The model, which relates to the interaction of leaders with students and other stakeholders, at a rate of (79.11%), followed by the first criterion according to the order of the model, which is The leaders developed the vision, mission and value system in the college with the participation of the relevant authorities with the college at a rate of (77.15%), then the second criterion related to the study of leaders' efforts in developing and implementing the administrative system and improving it by (75.86%), followed by the fifth criterion related to leaders' efforts In stimulating the spirit of competition and encouraging change in the organization by (73,92%), it finally resolved by a very small difference the fourth criterion related to supporting and encouraging leaders to employees and working to spread the culture of excellence by (73.80%) (Saada, 2013).

Chapter Three: Research Methodology

Research procedures: This chapter includes a set of procedures carried out by the researcher for the purpose of achieving the objectives of the current research, which included the research community, the method of selecting the sample, preparing the questionnaire, and verifying the accuracy of the psychometric characteristics of the measure of administrative excellence, as well as the statistical methods used.

First: Research Methodology: In order to achieve the objectives of the research, a specific scientific methodology was followed.

Second: The research community: The current research community consists of secondary school teachers in the province of Dhi Qar, Al-Rifai district, and of both sexes for the academic year (2021-2022).

Third: The research sample: The research sample consists of (100) male and female professors distributed among (50) males (50) females.

Prepare survey instructions:

The questionnaire included instructions for the respondent, in which the method of the answer was taken into account, to be clear, simple and understandable, and to mark it with a mark (\checkmark) under the alternative that applies to the respondent among the alternatives (always, often, sometimes, rarely, never) if the researcher confirms the confidentiality of the answer, The respondent was not asked to mention his name, and the answers are for the purpose of scientific research only.

The validity of the questionnaire:

Honesty is one of the important psychometric characteristics in the field of psychometrics. (Stanley, Hokins, 1972:101)

Therefore, the following types of honesty were extracted:

1- The apparent honesty:

The apparent truth is that the questionnaire measures what it was prepared to measure outwardly (Allam, 154: 2015). Eble (Eble, 1972) indicated that the best way to extract the apparent validity is for a number of experts and specialists to estimate the extent to which the paragraphs of the scale represent the trait to be measured (Eble, 1972:95). As this type of honesty of the Administrative Excellence Scale was confirmed and verified, the questionnaire was presented to (6) arbitrators specialized in psychology, educational administration, measurement and evaluation, in order to judge its validity.

2- The validity of the construction:

This type of honesty is called concept honesty or formation validity. It is one of the important indicators in verifying the validity of building standards. The validity of the construct is intended to know the extent to which the test measures a specific behavioral trait or phenomenon (Al-Zoba'í, Al-Ghanam and others, 1981: 43.)

3- Scale stability:

Reliability refers to the consistency of the scale scores in measuring what is supposed to be measured regularly.

4- Final application:

After the researcher finished preparing the administrative excellence questionnaire, the process of applying the questionnaire was carried out, as the researcher distributed the questionnaire to the members of the sample consisting of (100) professors and professors directly to the sample members.

Fourth - Statistical Means: In order to achieve the objectives of the research, the researcher relied on the statistical package (SPSS) in the treatments, which include the following means.

1- One-sample T-test: to extract the significance of the difference between the arithmetic mean and the hypothetical mean.

2- T-test for two independent samples: to extract the discriminatory power of the items of the two research scales using the two extreme groups.

3- Pearson correlation coefficient:

To extract the scale stability coefficient and to find the relationship between the degree of each paragraph and the total degree and the relationship between the degree of each paragraph and the domain to which it belongs.

CHAPTER FOUR

Presentation and Interpretation of Results

This chapter included the presentation of the research results that were reached in the light of the research objectives, which are as follows:

First: The first objective is to identify the administrative excellence of the sample as a whole Presentation of the results: The results of the first goal were represented by unloading the answers of the individuals of the basic sample statistically. The arithmetic mean of the members of the research sample amounted to (100) professor and professor, as the hypothetical mean of the paragraphs of the research tool reached (90) and the standard deviation reached (17,991), while the calculated T value reached (29,80) and below the significance level (0.05) and the degree of freedom (199) as shown in the table below.

Table (1) The results of the T-test to identify the significance of the differences between the average grades of teachers according to the gender variable on the administrative excellence questionnaire

variable	number	SMA	standard deviation	variance	degree of freedom	hypothetical mean	T-value		Indication level
							calculated	tabular	
Administrative Excellence	100	127,850	17,991	23,676	199	90	29,80	1,96	D (at(0.05

***The tabular t-value at the level of significance (0,01) is equal to (2,57). L (3)**

The results of the T-test to know the administrative excellence of managers Interpretation of the results: After comparing the tabular t-value of (1.69) with the calculated t-value of (4.787), it was found that the calculated t-value is greater, meaning that managers in general have a high percentage of management excellence from the teachers' point of view, and this may be due to job responsibility, satisfaction and conviction about the place Work and specialization and their love for their work, so whoever loves his work is creative in it and fulfills his duties.

Table (2)

The second objective: the results of the T-test for two independent samples to identify the significance of the differences in administrative excellence between males and females

variable	number	the sample	standard deviation	variance	degree of freedom	variable	T-value		Indication level
							calculated	calculated	
Administrative Excellence	MALES	50	12,500	9.297	237,481	198	4,707	2,57	D at significance level(0.01)
	FEMALES	50	13,640	17,415	303,282				

And after verifying the higher percentages of males and females, it was concluded that (males) that secondary school principals are less efficient in administrative excellence than (females) after comparing the arithmetic mean and standard deviation, where the result of the t-test for them was (2.994), while for females the ratio was (3.640).) And after conducting the t-test for two independent samples, where the result of the correlation was (9.297) as shown in Table (2).

CONCLUSIONS

- 1- It was concluded that the principals of secondary schools in Al-Rifai district have a high rate of administrative excellence according to the teachers' point of view.
- 2- Finding statistical differences between males and females, where the percentage of excellence among (females) is greater than (males), and this was verified by conducting a t-test for two independent samples, and the t-value between them was (9.297)
- 3- Recommendations
- 4- The researcher recommends giving importance to the topic of excellence and its dissemination because of its great impact on the functioning of the career of the individual and the group
- 5- Enhancing administrative excellence by setting up promotional programs with the aim of personal development and self-development among secondary school principals
- 6- suggestions
- 7- Studying the relationship between excellence management and some other variables such as psychological status, social status, level of culture, type of specialization and others
- 8- Conducting comparative studies between people with high and low management
- 9- Carrying out a similar study on other samples, such as principals of primary schools or heads of scientific departments, department rapporteurs, and others.

THE REFERENCES

Arabic sources

1. Abu Al-Nasr, Medhat (2008). Fundamentals of Total Quality Management, first edition, Cairo - Egypt, Dar Al-Fajr for Publishing and Distribution.
2. Abu Al-Nasr, Medhat (2014). Fundamentals of Total Quality Management, first edition, Cairo - Egypt, Dar Al-Fajr for Publishing and Distribution
3. Gardner, John (1989) Excellence, talent and leadership, translated by Mohamed Mahmoud Radwan, Cairo, the International House for Publishing and Distribution.
4. Al-Jabari, Taghreed Abd (2009). The Role of Excellence Management in Developing the Performance of Higher Education Institutions in the West Bank, Master Thesis - Hebron University.

5. Hassan, Khaled Ahmed (2011). The role of performance management processes in organizational excellence, Master's thesis, Administrative Technical College - Baghdad.
6. Al-Duwairi, Ghassan Ghareeb Saad (2006). Excellence Management in the Jordanian Public Sector, Master's Thesis (unpublished), Yarmouk University - Jordan.
7. Al-Salami, Ali (2001). Thoughts in Contemporary Management, Dar Gharib, Egypt. (2002). Excellence Management: Management Models and Techniques in the Age of Knowledge, Dar Gharib for printing, publishing and distribution
8. Sahmoud, Ihab Abed Rabba (2013) The reality of excellence management at Al-Aqsa University and ways to develop it in the light of the EFQM European Excellence Model, Master's Thesis, Al-Aqsa University - Gaza.
9. Al-Taie, Youssef Hajim, Al-Abadi Muhammad Fawzy, and Al-Abadi Hashem Fawzy (2009). Total Quality Management in University Education, Amman - Jordan, Al-Warraaq Foundation.
10. Odeh, Ahmed Suleiman (1998): Measurement and evaluation in the teaching process, Dar Al-Amal for Publishing and Distribution, Jordan - Amman, first edition.
11. Al-Mughrabi, Abdel-Fattah (1999). Strategic management to meet the challenges of the 21st century, Arab Nile Group, Egypt.
12. El-Meligy, Reda Ibrahim. (2012): Management of Institutional Excellence (Between Theory and Practice),
13. Wobrasky, Van Horn (2009). Management, Leadership and Excellence, translated and prepared by: Hend Rushdy, Kunooz for Publishing and Distribution - Cairo.

FOREIGN SOURCES:

1. Alrayes, Read (2006).Measuring service Excellence in Banking Industry using An integrated Approach: an Empirical study in the Saudi context, Doctoral Dissertation, united kingdom: Shef field Hallam university.
2. Adebanjo, Dotun,(2008) Craw Ford, Neil, Mckenna, Kerin" Business Excellence " BPIR management Brief – volum 1, N.3,
3. Alsughayir, Abdul rahman&Zairvi, Mohamed (2008). The Adoption of Excellence model sthrough cultural andsocial Adaptations, Paper for Quality congress Middle East Z creating an Architecture of Quality and Excellence in the middle East: responsibilities:challengesand strategies, Dubai: e – TQM college
- 4.

The final scale

Honorable

Mrs.

You have in your hands a set of paragraphs that represent your impression about the principal’s work inside the school. Please kindly choose the alternative that you find matching according to your vision, by placing a mark (√) in front of the alternative, knowing that it is for the purposes of scientific research, so there is no need to mention the name.

Thank you for your cooperation

Researcher: Safaa Abdel-Hussein Hadhoud

Specialization: educational counseling

NO #	Paragraphs	Always	Often	Sometimes	Rarely	Never
1	Sets administrative goals in the light of contemporary administrative modernity					
2	Develops strategic plans according to the strengths and weaknesses in the administrative and educational performance of teachers					
4	He has the flexibility to work inside the school to face any emergency at work					
5	Works in a team spirit					
6	He has administrative excellence in the management of the school and this is reflected in its outputs					
7	Working towards the satisfaction of teachers					
8	Committed to work ethics within the school					
9	It encourages innovation and creative thinking among students					
10	He believes that excellence in work is a criterion for development in the school					
11	He has strong will					
12	It sets long-term goals.					
15	Bring a sense of fun and smile into the work environment					
16	It improves the relationship between students and teachers					
17	He exercises proper planning for all matters within the school					
18	Respects justice among all school staff					
19	He is constantly working on evaluating the school staff					

20	It is keen that the teaching staff receive the training courses prepared by the Directorate of Education					
21	Apply the school management style by objectives					
23	Adheres to the concepts and principles of school administration					
24	He is keen to be a creative role model for teachers and students alike					
25	He has a complete view of the work inside and outside the school					
26	Possesses the character of school leadership while working					
27	He makes sure that the work mechanisms in the school are a catalyst for excellence					
28	It seeks the commitment of all teachers to successful administrative procedures and processes.					
29	Makes all major school operations clear to all teachers					
30	It seeks to develop the educational process in the school					