
THE ROLE OF HUMAN RELATIONS BETWEEN THE DIRECTOR AND THE TEACHERS AND THEIR IMPACT ON THE EFFECTIVENESS OF THE JORDANIAN SCHOOL ADMINISTRATION FROM THE PERSPECTIVE OF TEACHERS

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ABSTRACT: *The objective of this study is to understand the role of human relations between the director and the teachers and their impact on the effectiveness of the Jordanian school administration from the point of view of the teachers. To answer the study questions, the researcher followed the analytical descriptive method. Preparation of sweetness (2012), and the sample of the study consisted of (18) teachers of the teachers of the Triangle Kfr soom basic school, and the study reached a number of results, the most important of which: 1. The extent to which managers are concerned about the pattern of human relations in school management is high. 2. One of the most important factors of human relations that contribute to the effectiveness of the school administration is that the principal invests the opportunities available from the abilities of the creative teachers, and the principal is keen on the participation of teachers in decision-making. 3. The level of effectiveness of school administration in the exercise of delegation of authority as a factor of human relations is high. The study also recommended the need to hold training courses and workshops for principals of primary and secondary schools in order to deepen the concept of management and human relations.*

KEYWORDS: Human Relations, Director, Teachers, Jordanian School Administration

INTRODUCTION

The effectiveness of the school administration contributes to the success of the educational process under factors such as good governance, good use of human resources, creation of material and moral conditions for workers, integration between different levels of management, possession of managerial skills and ability Including understanding and achieving goals.

The level of service in the school administration is divided into three levels: the administrative level, which represents the director and his assistants, the professional or the technical representative of the teachers, and the level of services represents the other workers, and these levels are integrated and succeed in performing their role by providing means and possibilities, good working conditions, good relations, cooperation, understanding and trust. And mutual and facilitative communication (Ajami, 2000).

It is known that the administration is a humanitarian function and it is a work of art. Its success depends on the spirit of cooperation and partnership between the employees and on the ability of the manager to use their abilities and energies to achieve maximum performance. Islam has a great advantage in putting many of the foundations of the administration in our time , The quality of performance and the democracy of administration and human relations, and to see

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the reality of the Jordanian school administration, and to observe the results announced each year, and through an exploratory study and the views of some managers and supervisors of the education wire shows that the Jordanian school administration suffers from some different problems From one institution to another, such as focusing in the administrative work on the literal rules, regulations and systems more than the aspects related to the stimulation of individuals and attention to them in addition to the fact that the authority of the supreme organs of the state that is the decisions and rules of work and school management only have the implementation and lack of participation, and the use of modern techniques in supervision And the use of traditional style in the evaluation of work, slow movement and domination and individual and sometimes evasion of responsibility, and the use of some managers of methods of punishment and threat, and other problems (Rashwan, 2003).

These problems have bad consequences both for the school in achieving its goals and for the educational process or for the students and for the performance of teachers and employees. For example, the school administration, which lacks the principle of participation and cooperation, is a despotic manager who treats its employees as being of the lowest level. The school is characterized by an atmosphere of mistrust and lack of team spirit, which negatively affects the performance of each individual, these problems and other reasons vary between the physical factors and moral factors, and in this study we will focus on the moral factors that relate to relations and management style and participation (Badawi, 1994).

The administration needs to be interested in the humanitarian aspect set by Getsiles where he believes that the social system of the school consists of two aspects: the first is an organizational aspect that explains the roles and qualities of the workers, the second is a human aspect and the people who are based on the job, and human relations in the administration means the human side, Work relationships based on the perception of the educational institution as a human society with problems, values and needs, and works to apply communication through reports, meetings and interviews, as well as delegation of authority to achieve cooperation and sense of responsibility and apply the principle of participation to achieve Confidence and understanding, and the availability of human relations does not negate the existence of systems and regulations governing the work, and successful management is available or converge formal organizations with informal organizations, and together achieve the effectiveness of school management through some indicators such as results and satisfaction of work and absenteeism and mandate and identify jobs and direction towards the Director And good performance (Aghbari, 2000).

The study Problem:

Human relations in Jordanian institutions, especially education, are unclear and sometimes confused. Due to some problems in educational institutions, especially the low results, this study is aimed at measuring the degree of human relations in the school administration, School and what is the outcome that we end by practicing it in addition to the physical factors that make the success of the school administration, and ask the following question:

What is the role of human relations in achieving the effectiveness of the Jordanian school administration?

Questions under this sub-question are as follows:

1. How much managers are interested in the pattern of human relations in school administration?

2. What are the factors of human relations that contribute to the effectiveness of school administration?

3. What is the level of effectiveness of school administration in the exercise of delegation of authority as a factor of human relations?

Objectives of the study:

1. The extent of the attention of the Jordanian school administrators and their application to human relations by the relationship between the principal and the administrative members of the school from administrators, teachers and students.

2. Knowledge of the factors of achieving and embodying human relations in the Jordanian school administration.

3. Know the processes of communication, participation and delegation in the school administration, how they are practiced as basic operations in the administration, and what is their purpose in addition to the completion of work and control.

The importance of the study:

Theoretical Importance:

Which is to address the scientific knowledge where it will be addressed by the study the definition of human relations in the science of management and its theoretical entrances, as well as the definition of school management and effectiveness and factors to achieve?

Practical importance:

1. The school is one of the most important institutions for the preparation of human resources and development of knowledge, technical and psychological to be in line with the aspirations of the community, it is a factory for human beings.

2. The success of the school in achieving its objectives is achieved through the effectiveness of its management and the effectiveness of the role of the director and his interest in human relations in dealing with the members of the school administration.

3. Real awareness of the effective role played by good relations between members of the school administration in achieving the goals.

4. The effectiveness of the school administration is worthy of research, exploration and diagnosis to accurately diagnose the requirements to be realized and meet the requirements of the human resources sector.

5. Find what the school administration does if it is negative and strengthen relations in it.

Study concepts:

Concepts These terms refer to the nature of the subjects and phenomena studied by the researcher and the scientific language practiced by the specialist in a branch of science (Rashwan, 2003)

Administration:

There are a number of definitions that focus on management in terms of structure and structure, such as the definition of Getsiles: "Management is a term On a structure that includes hierarchical structure between the president and the subordinate within the social system "(Ahmed and Hafez, 2003).

The definitions that focus on the functional aspect of management in that it is a process consisting of a set of functions define H.Fayol as: "Doing a business group that includes: planning, planning, ordering, coordination, supervision" (Ajami, 2000).

Procedural knowledge is as follows:

Management is a hierarchical structure between the president and subordinates that includes a range of processes such as organizational planning, coordination, direction, oversight, and evaluation of the efforts of a group of individuals who work together in collaboration and understanding to achieve the school's objectives"

School administration:

In order to arrive at a simple procedural definition of the concept of school administration, we present some definitions of theoretical heritage, which can be classified into structural and functional definitions.

Getsiles defines the school administration as "a hierarchical hierarchy between principals and subordinates (between the principal and the rest of the staff, including deputies, counselors, teachers, employees, employees and pupils). The tasks assigned to each individual in the educational institution are distributed within a social framework, »(Al-Aghbari, 2000).

It is defined as follows: "An administrative body consisting of three levels, the first is administrative, includes the manager, his deputy, counselors and mentors, the second is professional and technician includes the professors, and the third is my service, which includes the other workers, together with a range of processes and activities such as planning, organization, coordination, Supervising the director of the school with cognitive, self, technical and humanitarian skills in dealing with members of the administrative body and achieving the desired goals, especially building and preparing the student in all respects moral, social, emotional and physical, to adapt successfully in the community and contribute to progress provided This is all done in an atmosphere of good relations through cooperation, participation, communication and integration among the members of the administrative apparatus" .

School Principal:

The director of the school, according to Ahmed Ismail Hajji, is "the leader of the school work team, which includes agents, teachers, the administrative staff and the workers, who is the primary responsible for the work in the school." The director is responsible for a school administration consisting of several members (Hajji, 2000).

As a procedural definition, the principal is: "He is the first man in the school administration and responsible for all the personnel working with him. He exercises authority and everyone is subject to him. He carries out administrative and technical functions and has self-skills, cognitive, technical and humanitarian skills,

School Management Effectiveness:

Ahmed defines the effectiveness of school administration as "the degree to which the school and its director achieve the desired educational goals" (Ahmed, 2000). This definition shows that the effectiveness of the school administration is the extent to which the educational goals are achieved by both the school and the director. Or factors that contribute to their achievement.

Through the above we adopt the following procedural definition:

The effectiveness of the school administration lies in: the exercise of the functions of management from the identification of functions and objectives, explaining objectives, the distribution and organization of tasks, coordination of opinions and capacity-building, follow-up of actions and modification of errors, based on human relations and especially their factors: The needs of the school's moral and material management personnel, achieving satisfaction and good performance.

Human relationships:

Human relations are defined in the lexicon of administrative sciences as "relationships that create an atmosphere of trust, mutual respect and cooperation between employers and workers, and aim to raise the morale of workers and increase production" (Badawi, 1994), also known as " To the social position in which the individual is located, that position that facilitates some kind of relationship between the individual and other individuals and allows each member of the group to know himself and know others and understands the relationship between him and others, and works to improve this relationship »(Haji, 2000.(

This concludes the following procedural definition:

"Human relations in the school administration are the kind of relations that exist between the school principal, administrators, teachers, workers and students among themselves, dictated by their religion and the interest of their nation, creating an atmosphere of trust and mutual respect and cooperation among them, especially the school manager to understand the feelings of subordinates and sensitize their problems and work on Solve them and achieve stability and meet the needs and thus satisfaction of work, based on methods that contribute to the development of human relations such as communication, participation and delegation of authority "

Previous studies:

The previous or similar studies have a vital role for research. They provide the researcher with explanations and clarifications of the concepts and enable him to choose the facts related to the subject of the research, and enable the researcher to put his study between the results of the previous studies, and can through the comparisons to reveal aspects of agreement and disagreement (Rashwan, 2003).

In spite of the diversity of studies of human relations with the diversity of researchers' interests and the variables of time and space, this diversity has been able to provide prominent scientific visions on many subjects such as career satisfaction, morale and motivation.

In this aspect, we will attempt to present examples of field studies that have been conducted on issues related to human relations and others related to administrative and organizational

Published by European Centre for Research Training and Development UK (www.eajournals.org) effectiveness. These studies have been launched from scientific theories into Arab social reality.

Study Summary:

The first study: Researcher: Khalid bin Hamdi Al-Hamidi Al-Harbi, entitled "The impact of human relations on the performance of employees in the security services" (1424 - 2003), Saudi Arabia.

This is a field study, which revolves around the question: What is the level of human relations between the employees of the security services in the passports of Riyadh and the passports of the Eastern Province of Saudi Arabia?

Under this question are sub-questions that came in place of the hypotheses:

1. What is the impact of human relations on job performance and the factors that lead to it such as motivation, job loyalty, and participation in decision-making among security personnel?
2. To what extent do human relations differ between official and non-official organizations in the security services?
3. To what extent are human relations between civilians and military different within one organization?
4. To what extent is the impact of human relationships on performance different from the demographic characteristics of study members?

The study aims to identify the impact of human relations on job performance and other variables such as motivation, knowledge of the real difference in human relations between the employees in the formal and informal organization in the security services as well as the knowledge of different human relations between civilians and military on the one hand and within each category on the other hand, The level of that relationship and also determine the demographic characteristics of the members of the study that affect the human relations in the security services, and then know the impact on performance.

The study used the descriptive method in its first section and in its other section. It relied on the relations and differences according to the basic variables of the study. The tools used the questionnaire to collect the data. For the sample, the research community is the passport officers of Riyadh and the Eastern Region. At random by 15%.

The study was divided into three chapters. The first was an introduction to the study and the second chapter included the theoretical framework on human relations, job performance, previous studies, and a brief about the General Directorate of Passports in the Kingdom of Saudi Arabia.

The researcher reached through this study the results of the most important: that the existence of good relations between the workers leads to increased productivity and performance in work and job loyalty.

The second study: Researcher Ahmed Ibrahim Ahmed entitled: "The role of human relations in the productivity of the school - a case study" (1983-1985), Alexandria - Egypt.

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It is a field study, whose problem revolves around: What is the role of human relations in increasing school productivity?

This main question is divided into sub-questions:

1. What are the reasons for the satisfaction of the school principal with his staff within the school from his point of view?
2. What are the reasons for the principal's dissatisfaction with his staff?
3. What are the reasons for the satisfaction of the school principals from their point of view?
4. What causes staff dissatisfaction with the principal?
5. What is the quality of human relations between the principal and all his staff?
6. What are the types of relationships between different groups within the school?
7. What are the methods used by the school principal to manage and organize his school? The focus is on human relations. Or focus on school productivity. Or balance between human relations and school productivity.

The aim of this study is to shed light on how the school climate is satisfied in terms of the satisfaction of the school principal and his dissatisfaction in his view, reducing the conflicts and frustrations in educational situations, to raise the productivity of the scientific level of students and better performance for teachers and managers. Respect for them, increase loyalty and belonging to satisfy needs, develop and improve human relations.

This study used the case study method. The tools used the researcher form and interviews in the light of this questionnaire. For the sample, it includes all the employees of a secondary school in Alexandria, the headmaster, agents, teachers, students and workers in two stages: the first school year 1983-1984 and the second year 1984-1985. The school principal was the only one who changed only. As a result of the school in the first stage for the first secondary grade 90%. In the second stage, the result of the secondary grade was 95.60%.

After the researcher completed the study to compare the two cases and the results of the most important:

The organization and active participation of all workers in the second school year 1984-1985, as well as good human relations between the school administration and all the staff and the serious follow-up of the school administration for all works. The director took a firm attitude towards the teachers and full confidence in the staff of the school, The spirit of cooperation between employees and uses the method of understanding, frankness and confrontation to solve problems, and human relations were evident in the delegation of authority, and the director was an example of others in attendance and absence, and was meeting to students to learn about their problems and Etc., and for the director of the first academic year 1983-1984, the researcher found the results of the second stage completely counterproductive.

The third study: researcher Ahmed Ibrahim Ahmed entitled: «McGregor theory in the school administration - effectiveness and proposals analytical study».

This study analyzes McGregor's theory of x and y by asking: How can a manager use McGregor x and y and increase the effectiveness of school management?

Subsequent to this question are sub-questions:

1. What is MacGregor's theory of school administration?
2. What is the effectiveness of McGregor's theory in school administration?
3. What are the criticisms of MacGregor's theory?
4. What is the future perception of increasing the effectiveness of school administration in the light of McGregor's thought?

This study used the analytical approach, which aims to:

- * Stand on the theoretical nature of the ideas of MacGregor's theory x and y.
- * Knowledge of the validity of the MacGregor theory and its effectiveness in school administration.
- * Criticizing McGregor's theories through school administration, and learning about the advantages and disadvantages of x theory and y theory.
- * Addressing the deficiencies in the theory of x and y and displaying z theory.
- * Presenting a future vision for school management to improve the performance and effectiveness of the school principal in the light of the McGregor theory.

The researcher's findings through this theoretical analysis include the following:

The researcher presented the hypotheses of both the theory of x and y theory and found that they correspond to Maslow and C. Argyris and Hertzberg. The hypotheses of x theory are: Man is an animal by nature, evil by nature, the punishment of man, the importance of the individual, the work has no taste, Pessimism.

The hypotheses of y theory are: Satisfying the human needs of the individual, the human by nature better human aspects of the individual, the human collaborator by nature, the importance of the community, optimism.

The researcher found that the use of the school principal for McGregor's theory helps the institution to reach its goals and be more outputs and less loss and lead to a climate of participation, cooperation and respect among the school family and the existence of a high level of student motivation and allegiance, open communication and maintaining the warmth of relations and creating a climate of interrelationships.

The study suggests that the principal should use the McGregor y theory in school management as a strategy in leadership, as it increases their experience in the profession. This study calls for the school principal to be flexible and understands the abilities, abilities and potentials of his staff and motivates them to work together. Of understanding, cooperation and responsiveness to achieve educational goals, and that the principal of the school delegated some of his powers to others and contact them through good listening to subordinates.

Fourth Study:

For the researcher Saleh bin Nawar entitled: «Organizational effectiveness within the industrial institution from the point of view of managers and supervisors», a field study of the National

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The main question of this study is as follows: What is the extent of the interest of Jordanian industrialists in the factors that increase the effectiveness of the performance of workers, especially those related to the humanitarian aspects?

The researcher presented a general hypothesis: "Effective institutional organization stems from the increasing interest in human resources, as it is the most important engine in achieving the objectives of the institution"

Under this hypothesis, partial hypotheses are:

1. The more human relations between all members of the institution, the better the overall performance.
2. Openness to the other through the opening of communication channels, especially the downstream, contributes to the subordinate's sense of importance within the institution.
3. Employees of the institution are consulted when they are consulted before making important decisions that concern them.
4. Whenever the worker is satisfied with his position within the institution, the higher the performance of the performance.

For the sample, the research community estimated 1760 workers randomly selected 125 workers who represent the research sample.

The researcher reached through this study the results of the most important:

1. Good human relations within the industrial organizations are among the most important motivations that lead the worker to make an effort for the success of the institution to which he belongs.
2. Open communication is one of the main factors in promoting the spirit of the community because it helps workers to express their opinions on organizational matters that concern them, which increases their motivation to work.
3. Most of the interviewed workers are excluded from the decision-making process, but the respondents questioned whether they were asked to participate in the discussion of the decisions that would be taken. They said that this would make them happy and work.
4. For the satisfaction of the workers, among the respondents that satisfaction is not important because their satisfaction or dissatisfaction does not express anything, dissatisfaction means not to stay in the institution and this is impossible because jobs are not available anywhere else.

METHOD AND PROCEDURES**1. The study population**

The study population and sample: The study population consisted of (1545) teachers in the Directorate of Education of the Liwa' Bani Kenana in the Hashemite Kingdom of Jordan, while the sample consisted of (18) teachers from the elementary school of the Triangle of Kfar Soom.

2. Study Tool:

The researcher based on a tool previously prepared under the title: Human relations between managers and teachers as seen by teachers of secondary education, which is a questionnaire consisting of (15) paragraphs of preparation. (Sweetness, 2012). If the researcher chooses a number of paragraphs to suit his study.

3. Statistical processing:

The data of this study were processed according to the following methods:

1. Use the Cronbach alpha parameter to determine the stability of the tool
2. Mathematical averages and standard deviations
3. Test (T-Test)

4) Reliability of the study instrument:

The researcher applied the tool on a survey sample of the study society by (20) teachers to calculate the Reliability of the study tool through the internal consistency equation (half division) and corrected by Spearman Brown equation. The following table shows the stability value and the corrected stability value.

The coefficient of reliability (0.68) was in this study, while the corrected reliability factor (0.80) was acceptable in this type of humanitarian studies. See table (1).

Table (1) Reliability coefficient of the study instrument

Coefficient of Reliability	Correction coefficient corrected
0.68	0.80

Equivalent Reliability equation = $2 * \text{Reliability coefficient} / 1 + \text{Reliability coefficient}$

Answer the study questions:

Sub-Question 1: How interested are managers in the pattern of human relations in school administration?

To answer the previous question, the researcher calculated the arithmetical averages and the standard deviations of the study instrument. The results were as follows:

Table (2) (Statistical averages and standard deviations of the responses of the sample members of the study on the first field in the study tool Human Relations)

NO	item	mean	S.D	Extent of significance
1	Contributes to a good climate of human relations	2.45	1.23	high
2	Provides an atmosphere of understanding and participation.	2.14	1.48	high
3	He is keen on social communication with teachers on various occasions.	2.89	1.69	high
4	He controls his emotions on teachers when someone makes mistakes.	2.16	1.47	high
5	He is patient with teachers.	1.99	2.1	low
	total	2.33	1.47	high

The most important characteristics of school principals in the public schools of the Directorate of Education of the Liwa' Bani Kenana are the keenness of principals to socialize with teachers at various events with an average of (2.89), followed by their contribution to providing a good climate for human relations with an average of (2.45), while the lowest administrative qualities in relation to the human relations found in the managers were the lack of patience in dealing with teachers with an average of (1.99).

Question 2: What are the factors of human relationships that contribute to the effectiveness of school administration?

To answer the previous question, the researcher calculated the arithmetical averages and the standard deviations of the study instrument. The results were as follows:

Table (3) (the arithmetical averages and the standard deviations of the responses of the sample members of the study on the second field in the study tool Effectiveness of the school administration)

NO	item	mean	S.D	Extent of significance
1	Allows teachers to participate in school administration.	2.44	1.23	high
2	Ensures that teachers participate in decision-making.	2.78	1.24	high
3	Invests opportunities available from the abilities of creative teachers.	2.98	1.01	high
4	The administrative tasks are distributed according to the abilities of the teachers.	2.77	1.36	high
5	Involves teachers in organizing different tables.	2.35	1.47	high
	total	2.67	1.26	high

The most important characteristics of school principals in the public schools of the Bani Kenana Education Directorate are that the school principal invests the opportunities available from the abilities of the creative teachers with an average of (2.98), and then read that the principal of the school is keen on the participation of teachers in decision-making with an average of (2.78), while the lowest qualities were provided. The lack of involvement of teachers in the organization of different tables with an average of (2.35).

Question 3: What is the level of effectiveness of school administration in the exercise of delegation of authority as a factor of human relations?

To answer the previous question, the researcher calculated the arithmetical averages and the standard deviations of the study instrument. The results were as follows:

Table (4) (the arithmetical averages and the standard deviations of the responses of the sample members of the study on the third field in the study instrument delegation of authority)

NO	item	mean	S.D	Extent of significance
1	It avoids centralized decision-making.	1.78	1.02	low
2	Accepts teacher decisions flexibly.	1.82	1.47	low
3	Authorizes teachers to solve administrative problems.	2.03	high	high
4	A teacher authorizes the distribution of students to classes at the beginning of the school year.	2.88	high	high
5	Supervises the preparation of the course schedule.	2.36	high	high
total		2.17	1.43	high

It is clear that the level of effectiveness of the school administration in the process of delegation of authority as a factor of human relations is high. One of the most prominent characteristics of school principals in the public schools of the liwa' Bani Kanah Education Directorate is that the principal authorizes a teacher to distribute students on (2.88). The head of the school supervises the preparation of the academic schedule with an average of 2.36. The lowest qualities were the absence of principals in the decision making at an average of (1.78).

RESULTS

1. The extent to which managers are concerned about the pattern of human relations in school administration is high.
2. One of the most important factors of human relations that contribute to the effectiveness of the school administration is that the principal invests the opportunities available from the abilities of the creative teachers, and the principal is keen on the participation of teachers in decision-making.
3. The level of effectiveness of school administration in the exercise of delegation of authority as a factor of high human relations.

RECOMMENDATIONS

1. To hold training courses and workshops for principals of primary and secondary schools in order to deepen the concept of management and human relations.
2. Distribution of leaflets to managers, which includes the benefits that can be obtained from the employment of human relations in management.

3. Conduct further studies on the concept of management from the perspective of human relations on a wider scale that includes all the directorates of the Hashemite Kingdom of Jordan.

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