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**THE DEGREE OF THE PRACTICE OF HUMAN RELATIONS WITH  
THE PRINCIPALS OF GOVERNMENT SCHOOLS IN THE FIRST BLUE  
EDUCATION DIRECTORATE FROM THE POINT OF VIEW OF THE TEACHERS**

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**ABSTRACT:***The present study aimed at measuring the degree of human relations with the principals of government schools in the blue first education from the point of view of the parameters Directorate , and to achieve the main study goal of the researcher on the descriptive and analytical approach adopted , as the study sample consisted of , ( 35 ) a teacher, and the study found that the degree of exercise Humanitarian relations among school principals is high, and the study recommended the need to strengthen human relations within public schools by principals and principals, because of its importance in raising the level of education in Jordan.*

**KEYWORDS :**Human Relations, Principals, Teachers, Public Schools.

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## **INTRODUCTION**

Administrative effectiveness is necessary for any organization. It represents success in achieving the set goals and therefore the effectiveness of school administration contributes to the success of the educational process under factors such as good governance ,good use of human resources, creating material and moral conditions for workers, integration between the various administrative levels, possession of management skills And mastery of them, understand the goals and achieve them.

Given the multiple roles in the school administration, it is divided into three levels: the administrative level representing the principal and his assistants ,the professional or technical represents the teachers ,and the level of services represents the other employees, and these levels are complementary and succeed in fulfilling their role by providing the means and capabilities, good working conditions and good relations. Collaboration, understanding ,trust, mutual communication and facilitation (Ajami, 2000).

It is well known that the administration is a humanitarian function besides it is a technical work. , as good performance, democratic governance and human relations, and familiarized themselves with the reality of Jordanian school administration , and note the results declared of each year, through an exploratory study and explore the views of some managers and supervisors with wire education show that the school administration of Jordan suffers from some of the problems of uneven Of from one institution to another Z Kturkaz in administrative work to craft rules, regulations and systems more aspects of stimulating individuals and their attention in addition to the fact that power , however supreme organs of the state who put the decisions and rules of work and school administration have only implementation and lack of participation, lack of use of modern technologies In the supervision and use of the traditional pattern in the evaluation of work, slow movement and authoritarianism and individualism and

sometimes evasion of responsibility, and the use of some managers to methods of punishment and threats, and other problems (Rashwan, 2003).

These problems have bad consequences both on the school in achieving its goals and the progress of the educational process or on the performance of students and teachers, for example, the school administration, which lacks the principle of participation and cooperation is the tyrannical director treated his staff as less than him, and sees in the strict control method rigor, making environment 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 causes differ between the physical and moral factors, and in this study we will focus on the moral factors that relate to relationships and style of management and participation (Badawi, 1994).

The administration needs to pay attention to the humanitarian aspect it has identified **Getsiles** 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 employees, the second is a human aspect and what people enjoy on the basis of the job , and the human relations in the administration means the human side, and the kind of working relationships that are 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 delegating authority to achieve cooperation and a sense of responsibility and the application of the principle of participation to achieve trust and understanding, and the availability of human relations does not negate the existence of systems The regulations governing work and successful management are those in which formal organizations are available or converge with non-formal ones. Together, the effectiveness of school management is achieved through indicators such as results, job satisfaction, absenteeism, delegation, job placement ,manager orientation and good performance ( Aghbari, 200)

### **Study problem**

Human relations in institutions of Jordan and private educational blurred and marred by some kind of mystery sometimes , and because of the occurrence of some of the problems in educational institutions, especially the low results, this study was to measure the degree of the practice of relations of the human in school management and their impact factors and their relationship to the performance of teachers ,And the need to know the impact of the practice of human relations in the school administration and what is the outcome that we end by practicing along with the material factors that achieve success of the school administration, and we ask the following question:

**What is the degree of the practice of human relations with the principals of public schools in the Directorate of Education Zarqa first from the point of view of teachers?**

### **Study Objectives:**

1. The extent of interest of the administrators of the Jordanian school administration and their application of human relations to know the relations between the principal and the members of the school administration of administrators, teachers and pupils.
2. Knowledge of the factors of achieving and embodying human relations in the Jordanian school administration.

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

### **The importance of the study:**

#### **Theoretical importance:**

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

#### **Applied importance**

1. The school is one of the most important institutions for the preparation of human resources and the development of cognitive, artistic and psychological to meet the aspirations of society, it serves as a factory for humans.
2. The success of the school in achieving its goals is achieved through the effectiveness of its management and the effectiveness of the role of the principal and interest in human relations in dealing with teachers.
3. Real awareness of the effective role played by good relations between the members of the school administration in achieving the goals.
4. The effectiveness of the school administration is worthy of research, exploration and diagnosis accurate diagnosis to determine the requirements to be realized and meet the requirements of the human resources sector.
5. Finding what activates the school administration if it is negative and strengthening relations in it.

### **Study Concepts:**

The terminology refers to the nature of the subjects and phenomena that the researcher studies and the scientific language that the specialist handles in one of the scientific branches (Rashwan, 2003).

### **Administration:**

By looking at the theoretical heritage, we find many definitions of management different and varied and rich as well , but it is not harmful to identify and classify them into functional and structural definitions to suit the study, as there are definitions that focus on management in terms of its structure and structure such as the definition **Getsiles**“ :Administration is a structure that includes the hierarchical structure between the president and subordinate within the social system) ”Ahmad and Hafez, 2003(

Definitions that focus on the functional aspect of management in that it is a process consisting of a set of functions, are defined **H.Fayol**As: «Doing a set of actions that include: forecasting planning ,organizing ordering, coordination, control (Ajami, 2000).

### **Procedurally defined as:**

The management is: "A hierarchical structure between the president and subordinates, including a set of processes such as planning, organizing, coordinating, directing, monitoring, and evaluating the efforts of a group of individuals, working together in cooperation and understanding to achieve the goals of the school".

### **School Administration:**

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

Known **Getsiles** School administration as: «is a hierarchy between the heads and subordinates (between the principal and the rest of the staff, including deputies, counselors, teachers , employees, employees and pupils ( and the tasks assigned to each individual in the educational institution in a social framework leading to the achievement of the objectives of the school (Aghbari,2000 )

**Procedurally defined** as follows " :An administrative body consists of three levels, the first administrative includes the director and his deputy, advisors and mentors, the second professional and technical includes professors, and the third services include other workers, together carry out a range of operations and activities such as planning, organization, coordination, guidance, control, evaluation under Supervision of the school principal with cognitive, subjective, technical and human skills in his dealings with the members of the administrative system and achieve the desired goals, especially building and preparing the student from all aspects of the moral, social, emotional and physical, to adapt successfully in his community and contribute to its progress provided that a All this is done in an atmosphere of good relations through cooperation, participation, communication and integration between members of the administrative body.

### **Principal of the School:**

School Director by **Ahmed Ismail Haji** is» commander of school work , which includes agents, teachers and the administrative system Associate workers team, which is primarily responsible for the functioning of the school , «the foreman is responsible to an administrative body in the school consists of several members (Hajji, 2000).

As a procedural definition, the principal“ :He is the first man in the school administration, responsible for all his staff, exercising authority and everyone under him, performing administrative and technical functions and with self-cognitive, technical, and human skills, works on good supervision and management and to achieve the desired results and objectives .

### **Effectiveness of School Administration:**

**Ahmed Ibrahim Ahmed** defines the effectiveness of school management as: “the degree to which the school and its principal achieve the educational goals that are desired (Ahmad, 2000) Or factors that contribute to their achievement.

Through the above we adopt **the following procedural definition** : The effectiveness of school management lies in: the exercise of management functions from defining functions and objectives, explaining objectives, allocating tasks and organizing them, coordinating opinions and directing capabilities, follow-up actions and adjusting errors based on human relationships and especially factors:

communication participation, delegation, resulting in :achieving goals, Achieving the moral and material needs of school management personnel, achieving satisfaction and good performance.

### **Human relationships:**

Human relations are defined in the glossary 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 ; (For the social situation in which the individual is located, that position facilitates some kind of relationship between the individual and other individuals and allows each member of the group to identify himself and others and recognize the relationship between him and others, and works to improve this relationship (Hajji, 2000).

Thus, we conclude **the following procedural definition:**

" Human relations in school administration are the kind of relationships that exist between the headmaster, administrators, teachers, workers and pupils among themselves, dictated by their true religion and the interest of their nation, which involves creating an atmosphere of trust, mutual respect and cooperation among them, especially the principal's understanding of the feelings of his subordinates and the sensitivity of their problems. The solution is to 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:**

Previous or similar studies have a vital role for research. It provides the researcher with hypotheses, clarifies concepts, enables him to choose facts related to the subject of research, enables the researcher to place his study among the results of previous studies, and by comparisons can reveal the differences and differences (Rashwan, 2003).The Durra previous mispronounce or similar intake of scientific subjects from which it derives researcher perceptions and assumptions. Despite the diversity of human relations studies the diversity of the interests of researchers and variables of time and place, this diversity was able to provide outstanding scientific insights on many subjects career Kalarza and spirit of the moral and motivation.

In this aspect of the researcher, we will try to present examples of field studies that have been conducted on issues related to human relations and others related to administrative and organizational effectiveness .These studies are based on scientific theories to the Arab social reality.

### **Summary of studies**

Al Harbi study (2003) aimed to identify the impact of human relations on job performance and other variables such as motivation, and to know the real difference in human relations between workers in the formal and informal organization in the security services as well as to know the difference of human relations between civilians and military on the one hand and within each category on the one hand Others, knowing the level of that relationship and also determine the demographic characteristics of the study individuals that affect human relations in the security services ,and then see their impact on performance , this study followed the descriptive approach in the first constructed in the other constructed and adopted The questionnaire used the questionnaire to collect data.For the sample, the research community were the passport officers of the 1250 employees in Riyadh and Eastern Province, then a

random sample of 15% .The researcher reached through this study the most important results: namely that the existence of good relations between workers lead to increased productivity and performance in work and job loyalty.

**The second study :**the researcher Ahmed Ibrahim Ahmed entitled: «The role of human relations in school productivity - a case study» (1983-1985), Alexandria - Egypt .Ahmed's study (1985) aimed to shed light on how to provide the school climate in terms of the reasons for the satisfaction of the principal with his staff and dissatisfaction from his point of view, and reduce conflicts and frustrations in educational attitudes, to raise the productivity of the scientific level of students and better performance of teachers and administrators, inspire confidence between Education and respect among workers, increase loyalty and belonging satisfy needs, develop and improve human relations.

This study used the case study method. The researcher used the questionnaire and interviews in the light of this questionnaire. For the sample, it includes all the employees of one of the secondary schools in Alexandria, including the principal, agents, teachers, pupils and workers in two stages: the first academic year 1983-1984 and the second academic year 1984-1985 , after the researcher to study ended to compare the two cases and come up with the most important results: good organization and active participation of all staff in the second academic year 1984-1985 as well as good human relations between the school administration and all staff and follow-up The director took a firm attitude towards the teachers and full confidence in the school staff, and fully delegated to the agents, and persistently urged to instill the spirit of cooperation between the staff and uses the method of understanding, frankness and confrontation to solve problems, and human relations were manifest in the delegation of authority. role models for others in attendance, and it was to meet the students to recognize the problems of study and social, and he was sitting to the workers and talk to them about the problems they face ... etc , .As for the director of the first school year 1983-1984 , the researcher backfired Team The results of the second phase.

**The third stud :**The researcher Ahmed Ibrahim Ahmed entitled: Theory **McGregor** In school management - effectiveness and proposals analytical study ·Ahmed's study (1999 (analyzed ideas **McGregor** For his theory x Andy , Which aims to :stand on the theoretical nature of the ideas of the theory of Mac Gregor x Andy And find out the validity of the application of the theory of Mac Gregor t and effectiveness in school management , and criticism of a theoretical of Mac Gregor through school management, knowledge of the advantages and disadvantages of the theory x And theory, As well as address the shortcomings found in theory Andy Theory presentation z .And to provide a future vision for school management to improve the performance and effectiveness of the school principal in the light of the theory of Mac Gregor . The use of this study , the analytical method, and the findings of the researcher through this analytical study of the theory include: the researcher presented hypotheses both theory And theory y He found it consistent with the theory **Maslow** and **C. Argyris** and **Hertzberg** ,Are hypotheses theory In :Man is an animal by nature, evil by nature, punishment is the engine of man, the importance of the individual, work has no taste (hate action), pessimism .The hypotheses of the theory They are: Satisfying the human needs of the individual, the human being is good by nature, the human aspects push the individual, the human being is cooperative by nature, the importance of the group, optimism .The researcher found that the principal used the theory Lack Mac Gregor helps the institution to reach its goals

and be more output and less loss and lead to a climate of participation, cooperation and respect among the school family and a high level of motivation of students and loyalty, open communication and maintain the warmth of relations and create a climate of interrelationships.

**Fourth Study:** Nawar's study (2005) aimed to measure the interest of those in charge of the Jordanian industrial establishments with the factors that increase the effectiveness of the performance of workers, especially those related to the human aspects , and for the methodology of the study is a descriptive approach, while the methodological tools the researcher used observation and interview with administrative officials and the questionnaire with the workers. , and the researcher has made a general premise: "the effective institutional organization stems from the growing interest in human resources, since it is the most important engine in achieving the objectives of the institution "and the researcher found through this study , the results of the most important:

1. Good human relations within the industrial organizations are among the most important incentives that lead the worker to make an effort to make the institution to which he belongs.
2. Open communication is one of the main factors in spreading the spirit of the group because it helps workers to express their views on organizational matters that concern them, which increases their motivation to work.
3. Most workers the respondent and n are excluded from the process of participation in decision -making, but questioned respondents about their feelings if they were asked to participate in the discussion of decisions to be answered and that it will be happy to push them to work.
4. For the satisfaction of the employees, my n respondents that satisfaction is important because their satisfaction or dissatisfaction does not express anything, lack of satisfaction means not to stay in the organization and this is impossible because job opportunities are not available anywhere else.

## METHOD AND PROCEDURES

It used the researcher of the descriptive analytical in answering the question the study, the appropriateness of the nature of the study, through the use of ready research tool, a questionnaire composed of (15) paragraph.

### Study population and sample:

The current study population consists of all the teachers in **Zarqa First Directorate of Education** in the Hashemite Kingdom of Jordan ( 2672 ) teachers for the academic year (2018/2019).

### The study sample:

The study sample will be selected from the parameters of a school tree Durr / 2 equivalent to , (35 ) a teacher of.

### Study Tool:

The T researcher of relying on a tool previously prepared under the title :

**Relations Humanity between Managers And teachers as such Teachers see it Education Secondary** ,a questionnaire consisting of ( 15 ) paragraphs of preparation (Halawa, 2012) , If the T researcher of the selection of a number of paragraphs that are commensurate with the study of.

### **Reliability of the study tool:**

The researcher of the application of the tool on a survey sample of the study population by 20 teachers of twice a time rate of two - week intervals ,to calculate the stability of the study tool through the equation of Cronbach 's alpha , which amounted to , (0.88) a suitable value for such kind of humanitarian studies.

### **Validity of the study tool:**

The researcher of presentation study tool on the number of teachers and school principals and experts in the census number (10) staff and experts in measurement to make sure that the paragraphs of an appropriate tool and devoid of ambiguity and are valid for the application , and after reviewing their views showing that a valid tool for the application.

### **Study Procedures:**

1. Review the theoretical literature and previous studies on the subject of human relations with the principals of public schools in the university brigade and its relationship to the performance of teachers from their point of view
2. Developing the study tool in the manner described above
3. Identify the study sample
4. Take the approved approvals to apply the study.
5. Distribute the questionnaire to the study sample and retrieve it.
6. Conduct appropriate statistical analyzes, draw conclusions, discuss them and make recommendations.

### **Data Analysis:**

This study data processing through the statistical program) SPSS (According to the following methods:

1. Use the Alpha Cronbach modulus to determine the stability of the tool
2. Arithmetic averages and standard deviations

## **RESULTS**

To answer the main study question, the researcher derived the following criterion for determining the degree of practicing human relations among the principals of public schools in Zarqa First Education Directorate from the teachers' point of view as follows:

**Table No (1) .comparison standard**

the number	Term	Significance
1	1 - 2.32	Low
2	2.33 - 3.65	Average
3	3.66 - 5	high

Then the researcher calculates the arithmetic average for the degree of the practice of human relations with the principals of government schools in the blue first education from the point of view of the Directorate of parameters , which amounted to (4.252) with a standard deviation was (1.05), a high value based on the standard of comparison your study.



The researcher attributed this result to the high social sense of the Jordanian teacher, which supports human practices, due to the nature of the profession that requires dealing with students of different ages.

### **Study Recommendations:**

1. Work to strengthen human relations within public schools by principals and principals, because of its importance in raising the level of education in Jordan.
2. Separate the nature of administrative work of managers and managers from the nature of human relations, and strengthen social visits.

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### Appendix no (1) Study tool

The researcher is doing a study on the degree of the practice of human relations with the principals of public schools in the Directorate of Zarqa First Education from the point of view of teachers, I ask teachers colleagues to choose the answer that expresses their opinion, and put a reference to the answer that it deems appropriate.

number	Paragraph	Always	Slightly	never
1	The director complies Boundaries Functional in treat it With Parameters			
2	Availability The Director Ambiance Friendly And convenient to guarantee walk the work			
3	Working The Director On development Value Positive I have Parameters			
4	Considerate The Director Interests Parameters Personal equally			
5	Develop The Director feeling Parameters Their value Scientific And social			
6	You understand The Director Circumstances Parameters And their needs Professional			
7	Reinforce The Director Parameters Old people,Encourages Parameters Hadiths			
8	help The Director Parameters in a Solution Their problems Personal			
9	Availability The Director Freedom Personal for every Parameter within the system Year			
10	Collaborate The Director With Parameters to solve Difficulties Which They face			
11	Avoid Director Aligned For some Parameters whether To hand Foot Mother the family			
12	Engage The Director Parameters in a Decisions School			
13	Solved The Director Differences Through dialogue,And avoid the threat Penalties			
14	Keen The Director On Investigation Justice And equality in a Dealing With Parameters			
15th	get up The Director Visits Household For the parameters in a Occasions Social			