UNDESIRED BEHAVIORS AMONG THE HEADS OF ACADEMIC DEPARTMENTS IN THE SOUTHERN REGION UNIVERSITIES OF JORDAN FROM THE FACULTIES VIEW

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ABSTRACT: *The study aimed at recognizing the level of undesired behaviors among the Heads of academic Departments in the southern region universities of Jordan from the faculties view. The sample consisted of (332) faculties chosen by stratified random method according to the two variables of university and college. The two researchers prepared a questionnaire for the purposes of the study validity and reliability were computed and the results were appropriate for the purpose of this study. Means, Standard deviations, ANOVA, and MANOVA were used for answering the questions. the results indicated that the level of Undesired Behaviors Among the Heads of academic Departments in the Southern Region Universities of Jordan from the Faculties View was mid in general. All the domains also came mid. The administrative efficiency domain came in the first rank; whereas, the personal characteristics domain came in the last rank. The results indicated that there are no statistically significant differences for the level of undesired Behaviors among the Heads of academic Departments in the universities attributed to the variables of university and college and to the interaction between them.*

KEYWORDS: Undesired Behaviors, Academic Departments, Southern Universities, Jordan

INTRODUCTION

The universities are social educational institutions entrusted with achieving the society's goals related to higher education through its role in the domains of teaching, scientific research, community service, And acquire its scientific status and excellence through the outputs of its colleges and departments, The academic departments are the most important administrative units on which the academic work is based in the universities because of its role as a link between all parties to the learning process (student, faculty member, administration).and It is responsible for education in the domain of knowledge or more, and is able to achieve the university's goals in the dissemination of knowledge and development through scientific research and its application to serve the community.

Universities are now characterized by the fact that they are no longer purely academic centers, where students feel alienated from public life in society, But have become cultural institutions dealing with young people, In which the interaction between different intellectual trends,so The university environment has been a platform for cultural and intellectual interaction, Hence, all efforts must be directed towards preparing students and preparing them to shoulder the burden of responsibility and help them cope with their problems (Saqer, 2003) This is cleared by the University's educational programs and rehabilitation aimed at raising the level of their abilities and mental and intellectual potential. And reach them to the highest

capacity, However, the emergence of many problems in some individuals impedes the effective and efficient implementation of these programs (Norasmah & Faridah, 2010).

The head of the academic department supervises the achievement of the objectives of the department headed by him with the abilities, preparations and administrative skills that enable him to carry out his responsibilities, manage his department and accomplish the administrative duties upon which the success of the department depends (Bowman, 2002), and he contributes prominently to his success and his ability to transform his team into a coherent, unified group with clear and committed common objectives (Tuckerm, 2004).

Also The head of the academic department is responsible for creating a positive organizational atmosphere in the department, developing the morale of the department's staff and communicating with the members of the teaching and administrative bodies in the department, And contact with other departments and senior leaders in the college and university, As well as its responsibility for the development of faculty members, both teaching and research, The maintenance of academic standards in the department and the ability to bear a large part of its responsibility for errors, And implementing the general policy of the department and management of scientific and administrative affairs, and the implementation of the decisions of various councils at the university (Sa'adah , 2003).

It is assumed that the head of the department to be characterized by personal attributes balanced and clear ability to influence others and guide their behavior towards achieving the goals, And the development of interactions between the members of the faculty, And maintain their cohesion and initiative in solving the problems caused by interaction between them, Active leadership promotes positive attitudes and behaviors to achieve common goals (Bright, 2001).

Mary (2006) noted that the heads of the departments face at different universities a difficult task in terms of the needs of the different department and the priorities of the university and its future aspirations So that the head of the department is at an equal distance between the two. He must be informed and interacting within and outside and inside the department.

When the head of the department is in an unsuitable regulatory environment, it is normal for problems and obstacles to be increased, Which negatively affect the level of performance and achieving the goals of the department, According to Gmelch (2002), the difficulty facing the head of the department in managing his department lies in his knowledge and knowledge of the department's past and present, And the ability to anticipate future changes that predict trends and visions that encourage faculty members to work towards achieving them.

The performance of a small group of faculty members in universities does not live up to expectations, This may be seen clearly through some negative and undesirable behaviors that reflect a lack of awareness of the contemporary functions of universities Lack of awareness of the multiple roles they must play, and the roles and responsibilities of these roles (Al-Qureaiti, 2005. And the educational process faces some of the problems that prevent the achievement of vision and mission and achieve its objectives in the required manner, Perhaps the most prominent of these problems inappropriate behavior and undesirable by some heads of academic departments in some universities, And their negative effects on themselves, their departments and universities Hence, this study was used to identify the undesirable behaviors of the heads of the academic departments in the universities of southern Jordan region from the point of view of faculty members.

Statement of the Problem

The head of the academic department, who has many tusks and responsibilities, must have a clear and comprehensive vision of how to manage the department responsible for his administration, , And have the necessary knowledge, data , academic and managerial skills, and personal qualities that qualify him to achieve the goals of his department perfectly and efficiently. In spite of the importance of the academic department, which represents the first administrative unit in the organizational structure of the university, but those assigned to the presidency of this task are chosen on personal grounds belonging to the Dean of the faculty , They may have less knowledge and experience in managing the department, as well as not being prepared in advance, and not receiving the necessary training for the head of the department (Harbi, 2008).

The weakness of the head of the department for his role and duties, and the lack of clarity of his duties and competence, may lead to the ambiguity of the role of the head of the department, and the weakness of the exercise of its administrative and academic role Therefore, some heads of departments performs currency based on personal judgments or tradition of their predecessors or through trial and error, Their management overshadows their improvised personal character, the complexity of their work processes, the lack of trust between them and the faculty members , and their decision-making (Mazel, 2008).

Through the work of the researchers in more than one Jordanian university ,they b noted that some of the heads of academic departments practice undesirable behavior among faculty members in the department, Which raises many problems between the heads of academic departments and faculty members or with students, which affects the performance of the section in general, And impede the progress of the educational process in the department, Given the importance of the role assigned to the head of the university's academic department, the need to study his behavior in general has become urgent, And to study the undesirable behavior of the heads of the academic departments in particular Hence the problem of the study, which is summarized in the following main question: What is the level of undesirable behavior among the heads of the academic departments in the universities of southern Jordan region according the point of view of faculty members.

Significance of the Study

The importance of the study lies in the importance of its subject, which deals with the undesirable behavior of the heads of the academic departments in the universities of southern Jordan region up to the point of view of faculty members, The importance of the study lies in the following points:

1- In theory, the results of the study can add new knowledge of educational and administrative thought in the domain of administrative behavior of heads of academic departments and management of universities and institutions of higher education.

2. The study in the administrative domain and decision makers and policies in universities can help to improve the performance and selection process of heads of academic departments.

3- To inform researchers in the expansion of relevant research by studying the theoretical literature of the study and its results and recommendations and their applicability to other samples.

Procedural definitions

Unpredictable behaviors of the heads of academic departments: The behaviors that are issued by the heads of the academic departments intentionally or unintentionally disturb the faculty members of the academic department and feel uncomfortable. The results of the study were measured according to the questionnaire prepared for this purpose, which is defined in the four domains of: personal characteristics, administrative competence, the relationship with the faculty members, and motivation domain.

Study limits and determinants

The current study was limited to faculty members at the universities of southern Jordan (Mu'tah, Tafila Technical, Hussain Bin Talal) during the second semester of the academic year 2016/2017. The generalization of the results of the study is determined in light of the reliability of the tools and degree of sincerity, accuracy and objectivity of the responses of the sample members of the study on its paragraphs.

RELATED LITERATURE

Since the researchers were not able to obtain any study directly related to the subject of the current study has been referred to studies related to the subject indirectly and have been arranged in chronological order from oldest to newest as follows:

In Seedorf's (1992) study, which aimed to identify the problems faced by heads of academic departments in universities, A questionnaire was applied to a sample of (808) head of department. The results showed three main problems facing the heads of the academic departments: Facing bureaucracy at universities, minimizing the negative effects of department heads on scientific research productivity, department heads use various rational manipulations to adapt to the challenges they face.

The Jackson study (1999), which aimed to identify the role of heads of academic departments in administrative performance in British universities, (14) cases of British institutions was studied , where the results indicated that the heads of academic departments often suffer from weak options and possibilities that affect performance, and the Weak management training that helps to achieve this, The results also indicate that the problem faced by universities is that the change in the role of the head of the department was not thought of, but came in response to external pressures, which led to confusion and interrupting in the role of the head of the department.

In a study conducted by Shaman (2005) aimed at identifying the functional problems faced by the academic departments of King Saud University, King Faisal and King Abdulaziz University, and their impact on administrative work, Where a questionnaire was applied to a sample of (66) departmental deputies in the three universities. The study showed a number of problems facing the academic departments' agents, including: Insufficient financial allocations to meet the needs of the department, insufficient number of faculty members in the department, and some students' ignorance of university regulations. The results also showed that there were statistically significant differences in the functional problems in favor of the King Saud University, There were also no statistically significant differences in functional problems due to the variables of experience, training and scientific rank.

Al-Masri (2005) conducted a study aimed at identifying the administrative needs and effectiveness of the performance of the deans of the faculties and heads of academic departments in the Jordanian private universities, Where two questionnaires were built for the deans and the second for the heads of the academic departments. The questionnaire was applied to 48 prefects, while the heads of the academic departments were applied to 141 academic heads, The results indicated that there are administrative needs for the heads of academic departments in the Jordanian private universities in the areas of budget planning and development, human relations and personnel management tasks, as well as administrative needs of the deans in all areas of their administrative work, The results also indicated that the level of effectiveness of the performance of the heads of academic departments was medium, as well as the level of effectiveness of the deans of the colleges was average, The results also indicated an inverse relationship between the administrative needs and the effectiveness of the performance of each of the heads of academic departments and deans of the faculties, The results also showed a significant difference in the level of administrative needs of the heads of the academic departments in the domain of maintaining the internal and external relations of the department attributed to the academic rank and in favor of the assistant professor, And on the domain of professional development tasks attributed to the experience and the benefit of their experience more than 8 years, The results also showed that there are statistically significant differences between the effectiveness of performance of the heads of the academic departments in the Jordanian private universities on the curriculum and teaching tasks and the maintenance of the internal and external relations of the department due to age and for those aged between (40-49).

The study of Dahshan and Sisi (2005) aimed to identify the opinions of the faculty members on the degree of performance of the academic heads of their posts and their professional responsibilities, and their relation to their degree of satisfaction with their work at the University of Menoufia, The results showed that members of the Faculty of Menoufia University believe that the heads of their departments are limited in the performance of their scientific and educational responsibilities, Despite the importance of these responsibilities from their point of view, while the performance of the heads of the academic departments of their administrative and social duties to a medium degree from the point of view of faculty members and their responsibilities towards community service at a low level, The results showed a statistically significant relationship between the performance of the heads of the academic departments and their degree of satisfaction with their work. Al-Yahyaoui study (2011) aimed to know the standards of performance of heads of departments and methods of strengthening them in Saudi universities. A questionnaire was applied to a sample of 266 members of the Saudi faculty members, The results indicated that the personal quality performance standards of the heads of departments in the Saudi universities came to a medium degree. The results also indicated that there are no statistically significant differences in the performance standards of the department heads due to the variable of college or gender.

In Anjum, Iqbal, and Rao, 2012, a study aimed at identifying the problems faced by heads of teacher education institutions in achieving the Millennium Development Goal, The sample consisted of 20 heads of teacher education institutions in the Punjab region of India. The interview was used as a data collection tool. The results showed that the heads of teacher education institutions face a number of problems such as poor funding, political pressure, educational materials and parents' attitudes. Tarawneh (2012) studied the objective of identifying the level of effectiveness of the performance of the heads of academic departments at the University of Balqa Applied from the point of view of faculty members, A

questionnaire was developed by a researcher on a sample of (115) faculty members. The results showed a high degree in the administrative and technical domain with the heads of the academic departments and a medium degree in the domains of training, education, work, scientific research and the environment and Community service, , And the results showed that there are differences of statistical significance in the domain of work and scientific research between scientific colleges and humanitarian colleges and in favor of scientific colleges, According to the sex variable and for the benefit of males. There were no statistically significant differences in the level of effectiveness of the performance of heads of academic departments due to academic rank or experience. The Al-Thubaiti (2014) study aims at evaluating the managerial skills of the heads of scientific departments in the Saudi government universities , A questionnaire consisting of (89) items distributed on ten axes was distributed to a sample of (3973) members of the teaching staff, The results showed that the managerial skills of the heads of the scientific departments in Saudi universities came to a medium degree and the domain of organization ranked first, while the domain of development ranked last.

In the study of Al-Taa'i (2015), which aimed to identify the administrative problems facing the heads of the scientific departments in the faculties of universities of Baghdad and Mustansiriya, The results showed that the domain of planning came to a good degree while the areas of evaluation and human relations were weak, As for the areas of communication, organization and decision-making at an average level, the researcher found that most administrative problems are administrative organizational problems. Administrative problems become more acute when it comes to administrative behavior, especially when it comes to decision making and evaluation.

Through the review of previous studies it is noted that it dealt with the work of the heads of academic departments and the problems facing them and the effectiveness of their performance, What distinguishes the current study is that it is the first to address the undesirable behavior of the heads of academic departments in the universities of southern Jordan region from the point of view of faculty members.

METHODOLOGY AND PROCEDURES

The following is a description of the study population and distribution of the sample in light of the variables of the study (university, faculty). The study tool was also described and applied procedures, and how to evaluate the validity and reliability of the study tool, as well as a description of the statistical treatments that were followed to answer the study questions.

Study Approach

In this study, the descriptive scanning approach was adopted due to the nature and objectives of the study.

Study Population:

The target population of the study will be from all the faculty members of the universities of southern Jordan (Mu'tah, Tafileh Technical, Hussain Bin Talal), (1107) faculty members. Table (1) shows the distribution of the members of the study population, according to the variables of the study (university and faculty).

Table 1. Distribution of the members of the study population by variables of university and faculty

The University	Scientific	Humanity	Total	The ratio
Mu'tah	295	305	600	54%
Tafila Technical	110	81	191	17%
Hussein bin Talal	145	171	316	29%
Total	550	557	1107	
The ratio	49.7	50.3		

Table (1) shows that the members of the teaching staff at Mu'tah University constitute the vast majority of the study society, with (600) teaching staff members (54%), While the members of the faculty at Tafileh Technical University constituted 17% of the study society, which numbered (191). The faculty members of Al-Hussein Bin Talal University reached (316) members and constitute 29% of the study population. the number of faculty members in scientific colleges reached (550) members representing 49.7% of the study population. While the number of faculty members in the humanitarian colleges (557) and formed the proportion (50.3%) of the study community.

Study sample

The sample of the study was chosen by the random stratified method according to the variables of the university and the faculty , It consisted of (340) faculty members, who constituted (31%) of the study population, After the deletion of (8) questionnaires for non-return or validity of the analysis, the sample consisted of (332) faculty members, and by (30%) of the study community, Table (2) shows the distribution of the sample members by study variables (university, faculty).

Table 2. Distribution of the sample of the study by variables of the university and the college

The Faculty	Scientifics	Humanities	Total
Mu'tah	91	89	180
Tafila Technical	24	33	57
Hussien Bin Talal	51	44	95
Total	166	166	332

Table 2 shows the distribution of the sample members according to the variables of the study (university, college). The table shows that the number of faculty members who were selected from Mu'tah University reached (180) faculty members and they constitute 54% of the sample , The number of faculty members selected from Tafileh Technical University reached (57) faculty members, constituting 17% of the sample of the study. While the number of faculty members who were selected from the University of Al-Hussein Bin Talal (95) member of the teaching staff and the proportion of (29%) of the sample of the study.

Study Tool The researchers built a questionnaire through the study of theoretical literature and previous studies on the subject of the study. The study tool was constructed such as the study of Al Yahyaoui (2011) and the study (Anjum, Iqbal, & Rao, 2012) And the study of al-Tai (2015) And was formed in its initial form of (4) areas, And (42) paragraphs, and after the presentation of the tool to the arbitrators formed the final version of (42) paragraph, divided

into four areas: the area of personal characteristics (10) paragraphs, and the domain of administrative competence (15) paragraph, and the domain of relationship with faculty members (9) paragraphs, and the domain of arousal motivation (8) paragraphs.

Validity of the Tool

The validity of the study tool was verified by presenting it to (10) refrees from the specialists in the subject of study in Jordanian universities from the members of the teaching staff in the specialties of educational administration, Psychological and vocational guidance, and their opinions, proposals and amendments were adopted. The paragraphs agreed upon by more than (80%) of the arbitrators were retained and the wording of some paragraphs was amended. Thus, the number of paragraphs of the tool in its final form (42). According to the five-dimensional Likert scale: very large, very large, medium, very small.

Reliability of the study tool

The degree of reliability of the tool was evaluated in an internal consistency (α-cronbach)**,** Where the tool was applied to a survey sample from outside the sample of the study was (23) faculty members randomly selected from the three universities (Mu'tah, Tafila technical, Hussein bin Talal) by (12, 4, 7) regularly, The data were then entered into the computer memory and the Cronbach Alpha coefficient was extracted. Table (3) shows the reliability results by domain of study instrument.

Table 3. The value of the reliability coefficient of the internal consistency of the tool as a whole and each domain of study.

The Domain	reliability coefficient (Alpha Cronbach)
Personal characteristics	0.95
Administrative efficiency	0.92
Relationship with faculty members	0.89
Excitement Motivation	0.81
The tool as a whole	0.96

Table (3) shows that the study tool has acceptable reliability degrees for the purposes of this study. The reliability coefficient of the tool as a whole is 0.96, while the reliability coefficients on the tool areas ranged from 0.81-0.95.

Study variables.

Independent variables are:

First: Universities in the southern region of Jordan and has three categories (Mu'tah , Tafila technical, Hussein bin Talal).

Second: The faculty has two categories (human, scientific).

Dependent variable is the level of undesirable behavior among heads of academic departments in the universities of southern Jordan region from the point of view of faculty members.

Statistical treatments

1- For answering question no.1, mean and standard deviations were used. The following criteria were used to judge the degree of vertebrates (al-omar, 2004).

- If the mean of the paragraph is less than or equal to (2.33) the paragraph score is low.

- If the mean of the paragraph is restricted between 2.34- 3.67, the score of the paragraph shall be intermediate.

- If the mean of the paragraph is greater than or equal to (3.68), the paragraph score is high.

2-In order to answer the second question, MANOVA was used to identify the differences in the mean in the domains of the study instrument by the variables of the study (university, faculty), And the analysis of the variance (Tow-Way ANOVA) to identify the significance of differences in the total degree of the study tool by the variables of the study (university, faculty).

RESULTS

The aim of this study was to identify the level of undesirable behavior among department heads in the universities of the Southern Jordan Region from the point of view of faculty members, And after all the procedures have been done, whether the preparation of the study tool or the application. Data tabulation and analysis, The results of the study were ranked according to the questions.

Results of question no.1

The question Which states: "What is the level of undesirable behaviors among heads of academic departments in the universities of southern Jordan region from the point of view of faculty members?" , The mean and standard deviations of the study instrument areas and their intervals were used. Table (4) shows the values of the mean, the standard deviations, the grade and the degree of the study instrument domains.

Table 4. Mean and standard deviations of the undesirable behaviors of heads of academic departments in the universities of the Southern Jordan Region from the point of view of faculty members.

The Domain	The mean	standard deviation	The Rank	The Degree
Administrative efficiency	2.69	1.02	1	Medium
Relationship with faculty members	2.67	1.13	2	Medium
Exciting Motivation	2.65	1.09	3	Medium
Personal characteristics	2.55	1.09	4	Medium
The tool as a whole	2.64	1.01	-	Medium

Table 4. shows that the mean of the undesirable behaviors among the heads of the academic departments in the universities of southern Jordan region from the point of view of the faculty members reached (2.64) and by standard deviation (1.01), The domain of administrative efficiency ranked first with a mean (2.69) and a standard deviation (1.02). In the second place came the domain of relation with faculty members with a mean of 2.67 and a standard deviation of 1.13. Personal characteristics with an mean (2.55) and a standard deviation (1.09), This result may be attributed to the fact that there is a real problem at the level of the heads of the academic departments. This is seen through the average level of the areas of the instrument of undesirable behaviors, all of which are at an average level, indicating some undesirable behavior of the heads of departments, The area of administrative efficiency came first, and may be attributed to the fact that the process of appointing department heads is carried out according to the role factor among the members of the teaching staff in the department without regard to experience, competence and proficiency.The following is a detailed presentation of the level of undesirable behaviors among the heads of the academic departments in the universities of the Southern Jordan Region from the point of view of faculty members as follows:

The domain of personal characteristics

The mean and standard deviations of the area of personal characteristics were calculated and Table (5) shows these results.

Table 5.The mean and standard deviations of the domains of personal characteristics

Paragraph number	The content of the paragraph	Mean	standard deviation	Rank	degree
3	Lack of commitment to working hours	2.71	1.23	1	Medium
5	The distinction between the body members in dealing with	2.70	1.30	2	Medium
1	Do personal work during working hours	2.68	1.48	3	Medium
6	Boasting and talking about his achievements in the department	2.67	1.34	4	Medium
4	Inertia and inflexibility in dealing with colleagues	2.67	1.24	5	Medium
9	His actions contradict his words	2.51	1.45	6	Medium
8	The previous administrations were judged to have failed	2.43	1.34	7	Medium
2	Repeated unexplained absences from the department	2.42	1.29	8	Medium
10	Avoid acknowledging the mistake	2.39	1.40	9	Medium
7	Exploit The abilities of the department for its own interests	2.32	1.36	10	Low
1-10	The whole area "personal characteristics"	2.55	1.09	-	Medium

Table (5) shows that the mean of the domain of personal characteristics is (2.55) and by standard deviation (1.09) and this is considered as a This is a medium grade, The third paragraph, which states "lack of commitment to working hours" ranked first with an meanof 2.71 and a standard deviation (1.23) And came in second place Paragraph 5: "Distinguishing between the members of the department in the transaction" with an meanof (2.70) and a standard deviation (1.30) in a medium rank , In the last rank came the seventh paragraph, "exploit the potential of the department for his personal interests" with an meanof 2.32 and a standard deviation (1.36) and low. With regard to the seventh paragraph to the last rank may be due to avoid heads of departments to exploit the potential of the section for their personal interests.

Administrative efficiency Domain.

The mean and standard deviations of the areas of administrative efficiency were calculated and Table (6) shows these results.

Table 6.The mean and standard deviations of the administrative Domain

Paragraph No.	The content of the paragraph	Mean	Standard deviations	Rank	Degree
9	Hurrying to make strategic decisions for the department	2.97	2.31	1	Medium
11	Favoritism in making decisions for a particular category	2.94	1.25	2	Medium
6	Focus on routine issues in the department	2.85	1.08	3	Medium
12	Being under pressure from certain groups to make decisions for their interests	2.78	1.26	4	Medium
3	Lack of knowledge of university legal legislation	2.75	1.19	5	Medium
13	Enter the personal side when evaluating colleagues	2.73	1.33	6	Medium
15	Assigning some colleagues to assignments without seeking their opinion	2.72	1.29	7	Medium
1	Disturbance of inquiries from colleagues in the department	2.69	1.37	8	Medium
2	a weakness of controlling from colleagues in the department	2.62	1.29	9	Medium
14	Delays in making some important decisions	2.62	1.25	10	Medium
10	Weakness in following -up to the decisions of the apartment	2.59	1.16	11	Medium
4	Poor ability to manage meetings	2.56	1.32	12	Medium
7	Focus on the quantity of work without looking at its quality	2.55	1.10	13	Medium
5	Poor ability to manage and organize the time	2.54	1.12	14	Medium
8	Making decisions without adequate information	2.51	1.24	15	Medium
1-15	The domain as a whole "administrative efficiency"	2.69	1.02	-	Medium

Table (6) shows that the mean of the domain of administrative efficiency reached (2.69) and by standard deviation (1.02) and this is considered as a medium grade, All the paragraphs of this area have reached a medium level, The ninth paragraph, which states that "the rush to make strategic decisions for the department" ranked first with an meanof 2.97 and a standard deviation of 2.31, In the second place, the eleventh paragraph, which states that "favoritism in decision-making in favor of a particular group", with an meanof 2.94 and a standard deviation of 1.25. finally, the eighth paragraph, which states that "decision-making without adequate information", came at an meanof 2.51 and a standard deviation of 1.24. This may be attributed to the fact that the process of appointing heads of departments is done according to the role factor among the members of the teaching staff in the department without regard to experience And the lack of sufficient heads of departments in the performance of the tasks entrusted to him, and the lack of training how to lead the department. Which makes quick decisions without sufficient information.

Domain of relationship with faculty members

Calculation means and standard deviations were calculated for the domains of relationship with faculty members, and Table (7) shows these results.

Table 7. The mean and standard deviations of the domains of the relationship with faculty members

Paragraph No.	The content of the paragraph	Mean	Standard deviations	Rank	Degree
9	Lack of consideration of academic differences in the distribution of tasks	2.93	1.28	1	Medium
8	The weakness of his ability to transfer the demands of colleagues to the higher departments	2.88	1.23	2	Medium
5	Difficulty dealing with colleagues	2.68	1.25	3	Medium
2	Non-democratic practices with colleagues in the department	2.64	1.34	4	Medium
1	Deal arrogantly with the colleagues	2.62	1.35	5	Medium
3	Low interest in human relations in the section	2.61	1.34	6	Medium
4	Distance from participation in social events for colleagues	2.59	1.26	7	Medium
7	Evade from dealing with the problems faced by colleagues	2.55	1.24	8	Medium
6	Critically criticize some colleagues	2.54	1.28	9	Medium
1-6	The domain as a whole "Relationship with faculty members"	2.67	1.13	-	Medium

Table (7) shows that the mathematical mean for the domain of the relationship with faculty members in general was 2.67 and by standard deviation (1.13) with a medium degree , All the paragraphs of this domain were intermediate, and the ninth paragraph, which states that "lack of academic differences in the distribution of tasks" ranked first with an meanof 2.93 and a standard deviation of 1.28, In second place came the eighth paragraph, which states that "the weakness of its ability to transfer the demands of colleagues to the higher departments" with

an meanof 2.88 and a standard deviation (1.23), finally, the sixth paragraph, which states that "critical criticism is given to some colleagues" with an mean of (2.54) and a standard deviation (1.28). this may be attributed to the weak management experience of the heads of academic departments and this is reflected in their ability to manage and distribute the department's tasks, as well as the process of constructive guidance among faculty members in the department.

Domain of motivation

The mean and standard deviations of the excitability domain were calculated and Table 8 shows these results.

Table 8.The mean and the standard deviations of the excitability domain

Paragraph No.	The content of the paragraph	mean	Standard deviations	Rank	Degree
1	Weak ability to create an open regulatory environment	2.73	1.28	1	Medium
6	Taking care of routine work at the expense of strategic issues	2.72	1.10	2	Medium
3	Lack of useenhancementwith colleagues	2.71	1.28	3	Medium
8	Avoid posing issues that you may need to confront with colleagues	2.64	1.17	4	Medium
4	Feeling low in his ability to take responsibility	2.62	1.24	5	Medium
2	Low level of involvement colleagues in department decisions	2.62	1.27	6	Medium
7	Procrastination In making decisions about colleague	2.61	1.24	7	Medium
5	Evasion From the performance of tasks and responsibilities in the section	2.51	1.23	8	Medium
1-8	The whole domain is "driving motivation"	2.65	1.09	-	Medium

Table (8) shows that the mean of the motivation domain is (2.65) and the standard deviation (1.09) and this considered medium , All the paragraphs of this area have reached a medium level, The first paragraph, which states: "Weakness of the ability to create an open regulatory environment," ranked first with an meanof 2.73 and a standard deviation of 1.28, In the second place was the sixth paragraph, which states that "interest in routine work at the expense of strategic issues" with an mean of 2.72 and a standard deviation (1.10), Finally, the fifth paragraph, which states that "evasion of duties and responsibilities in the section" with an meanof (2.51) and a standard deviation (1.23).

This may be due to the weak experience and efficiency of the heads of academic departments in creating an organizational climate open to faculty members, , Which entails procrastination in decision-making and evasion of tasks, And the feeling of some department heads not to be able to bear the burdens of the administration of the department in addition to the burdens and

other tasks required of him, such as community service and the conduct of scientific research and teaching.

Results related to the second question, which states:

"Are there statistically significant differences at the significance level $(0.05 \geq \alpha)$ The level of undesirable behaviors among heads of academic departments in the universities of southern Jordan region from the point of view of faculty members attributed to the variables of the university and college? " To answer this question, 2-WAY ANOVA was used to identify the differences in the computational dynamics of the undesirable behavior of the heads of the academic departments according to the variables of the university and the college. On the basis that the overall degree of undesirable behavior among the heads of the academic departments is a variable variable and the variables of the university (Mutah, Tafila Technical, Hussein bin Talal) and the College (scientific, human) variables independent, MANOVA was used to identify the differences in the computational dynamics in each of the areas of undesirable behavior among the heads of the academic departments On the grounds that the areas (personal characteristics, administrative efficiency, relationship with faculty, motivation) are dependent variables, And the variables of the university (Mutah, Tafila technical, Hussein bin Talal) and the college (scientific, human) variables are independent. Table (9) shows the values of the computational environment and the standard deviations of the level of undesirable behavior among the heads of the academic departments and for each of the undesirable behaviors according to the variables of the university and the college.

Table 9. The mean and the standard deviations of the total score and for each of the areas of undesirable behaviors in the heads of departments from the point of view of the faculty members according to the variables of the university and the college.

The Domain	University	Mu'tah		Tafila Technical		Husain Bin Talal	
	Faculty	Scientific	Humanity	Scientific	Humanity	Scientific	Humanity
Personal characteristics	Mean	2.59	2.54	2.59	2.48	2.40	2.64
	Standard deviation	1.10	1.06	1.16	1.08	1.10	1.11
Administration proficiency	Mean	2.80	2.67	2.66	2.58	2.61	2.69
	Standard deviation	1.04	0.96	1.05	1.04	1.07	1.067
Relationship with faculty members	Mean	2.92	2.59	2.47	2.39	2.55	2.74
	Standard deviation	1.12	1.09	1.17	1.12	1.15	1.16
Stimulate motivation	Mean	2.80	2.60	2.65	2.44	2.49	2.50
	Standard deviation	1.09	1.08	1.08	1.06	1.11	1.08
Whole degree	Mean	2.78	2.60	2.59	2.47	2.58	2.69
	Standard deviation	1.02	0.98	1.03	1.02	1.03	1.04

Table (9) shows that the highest mean of the total score of the undesirable behaviors among the heads of the academic departments in the universities of the Southern Jordan Region was from the point of view of the faculty members of Mu'tah University from the scientific colleges where it reached 2.78 and by standard deviation (1.02), And the lowest was from the point of view of the faculty members at Tafila Technical University and from the

humanitarian colleges, where they reached the mean (2.47) and standard deviation (1.02). It is also noticed that the members of the faculty of humanities at the University of Al-Hussein Bin Talal obtained the highest mean in the domain of personal characteristics with a mean (2.61) and a standard deviation (1.11). The domains (administrative efficiency, relationship with faculty members, motivation) gave faculty members at Mu'tah University and scientific colleges higher estimates of undesirable behaviors among heads of departments at the universities of the South, where they reached the computational circles (2.80, 2.92, 2.80) And with standard deviations (1.04, 1.12, 1.09), rangy.

To find the source of the differences in the mean in the total score of the undesirable behavior of the heads of the academic departments, the analysis of (2-Way ANOVA) was used and Table 10 shows these results.

Table 10.Analysis of the 2-Way ANOVA of the total score in the undesirable behaviors of the heads of the academic departments according to the variables of the university and the college

Source of Contrast	Squares Total	Degrees of freedom	Squares Mean	(P) Value	Level of significance
The University	1.240	2	0.260	0.599	0.550
The faculty	0.118	1	1.118	0.114	0.736
University *Faculty	1.945	2	0.973	0.940	0.392
The error	337.339	326	1.035		
Total	2658.308	332			
Corrected total	240.755	331			

Table (10) shows that there are no statistically significant differences in the total score in the undesirable behaviors of the heads of academic departments from the point of view of faculty members due to the university variable or the college variable or the interaction between them. The value of (P) for the university variable (0.599) is not statistically significant at the level of significance ($\alpha = 0.05$). The value of (P) for the faculty variable (0.114) is not statistically significant at the level of significance ($\alpha = 0.05$), while the value of (P) for the interaction of university variables and faculty (0.940) and is statistically significant at the level of significance ($\alpha = 0.05$) .

To determine whether there are statistically significant differences in each of the undesirable behaviors (personal characteristics, administrative efficiency, relationship with faculty, motivation)**,** Multivariate variance analysis (MANOVA) and Table (11) are used to show these results.

Table 11. Results of the analysis of the multiple variance of the mean total performance of the sample members by university and faculty variables.

The variable	The test	The test value	F value	Degree of freedom	Level of significance
The University	Wilkes Lampada	0.968	1.34	8	0.219
The faculty	Wilkes Lampada	0.995	0.424	4	0.792
University *Faculty	Wilkes Lampada	0.979	0.873	8	0.539

Table (11) shows that there are no statistically significant differences in the areas of undesired behaviors combined (personal characteristics, administrative, Relationship with faculty, motivation) due to the university variable where the value of the Wilkes test for the index (0.968) and the value of (F = 1.34) which is not statistically significant at the level of significance (0.05 = α) efficiency, Or for the faculty variable, where the value of the Wilkes test for the term (0.995). The value of F = 0.424, which is not statistically significant at the (α = 0.05) level, There were no statistically significant differences in the areas of undesirable behaviors due to the interaction of university and college variables. The value of the Wilkes test was 0.979 and the value of F = 0.873 was not statistically significant at (α = 0.05). This result may be attributed to the fact that the process of selecting heads of academic departments in the three universities is done according to one mechanism and regardless of the faculty Which made the view of faculty members towards their behavior one.

CONCLUSIONS

1- To develop training programs for heads of academic departments before and during the service of the head of the department in order to ensure the development of their competencies in the performance of the tasks entrusted to them**.**

2. Developing regulations, laws and regulations that ensure the selection of heads of academic departments.

3 - Setting standards and foundations for evaluating the administrative work of heads of academic departments in universities.

4 - a clear job description of the heads of academic departments in universities.

5 - Develop a moral charter for the work of heads of academic departments in universities.

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