

Administrative and technical skills of heads of scientific departments from the point of view of faculty members at Baghdad and Al-Iraqiya Universities in Baghdad Governorate

By

Muntaha Jassim Abd

University of Baghdad/College of Education/Ibn Rushd for Human Sciences/Postgraduate Studies/Educational Administration/Iraq

Hadar Kadhim Ahmed

University of Baghdad/College of Education/Ibn Rushd for Human Sciences/Postgraduate Studies/Educational Administration/Iraq

Email: hdorahdora89@gmail.com

Summary of the research

This study aims to identify the administrative and technical skills of the heads of scientific departments from the point of view of the faculty members at the universities of Baghdad and Al-Iraqiya in the province of Baghdad. For the purpose of data processing, a set of statistical methods were used (one-sample t-test, two independent samples t-test, Pearson correlation coefficient, Cronbach's alpha equation, percentages Chapter One Introduction to Research

Research problem

The imposition of global competition in the modern era is an organizational challenge that cannot be faced through the available technologies or financial resources only, but a set of innovative administrative procedures that enable the organization to stabilize and grow in an accelerated and complex work environment must be carried out.

The university is considered one of the educational and social institutions, and a source of ideas for renewal in all aspects of political, social, economic and administrative life in accordance with the goals and tasks entrusted to it, which ultimately lead to the comprehensive development of society, as higher education plays an important role in the lives of nations and peoples. Its future, the problem of university education lies in the fact that it is he who prepares for society its administrative, technical, professional, military and other frameworks, and is also responsible for developing the horizons of human knowledge and overcoming the difficulties facing development, and its institutions have become the main centers of community service (Al-Nuaimi, 31: 2013).

In order for the department head to be able to carry out his responsibilities skillfully, and to face the obstacles related to students, curricula and faculty members, he must have administrative and technical skills to meet the challenges of the era represented by modern technology, the requirements of the new reality and social and economic changes as well as the requirements of the internal environment in relation to all workers to ensure the achievement of organizational goals and face External Challenges (Abbas, 2003:13).

Which calls for the necessity of developing human resources at the university, supporting and enriching cultural and moral values, and working to improve the material, cognitive, and skill aspects of all university employees to reach the quality of university

education (Al-Alfi, 2013: 107)

Therefore, the problems of leaders in higher education represented by heads of scientific departments are among the most subtle problems faced by higher administrations in universities for their prominent role through direct contact with students and teachers and working to implement laws and instructions. The level of these senior leaders and their administrative adequacy are among the main factors that can make this institution In a distinguished position, administratively and scientifically, and vice versa (Struck, 148: 2004)

research importance

1. The importance of the current research comes in an attempt to reveal the level of administrative and technical skills of the heads of scientific departments at the Universities of Baghdad and Al-Iraqiya.
2. The important and influential role of department heads as the leaders who lead their departments, and the development of their work is an important factor in increasing the effectiveness of higher education in Iraq.
3. The important position occupied by the university as the most prominent educational institution, which is responsible for shaping the knowledge society.
4. The researcher seeks that this research contribute to raising the performance of department heads and increasing their effectiveness through the resulting results and recommendations.

research aims:

The current research aims to identify

1. The level of administrative and technical skills of the heads of scientific departments from the point of view of the faculty members at the Universities of Baghdad and Al-Iraqiya in the province of Baghdad
2. Identifying the statistically significant differences in the level of administrative and technical skills among the heads of scientific departments from the point of view of the faculty members at the universities of Baghdad and Al-Iraqiya according to the two variables:
3. Gender: (male – female)
4. B. Academic title: (Professor - Assistant Professor – Teacher)

Research limits the current research is limited to

1. Human limits: faculty members at Baghdad and Al-Iraqiya Universities in Baghdad Governorate.
2. 2.Spatial boundaries: Baghdad and Al-Iraqiya Universities in Baghdad Governorate.
3. 3.(Time limits: 2021 - 2022 AD) .3.

Define terms

1. First: Administrative and Technical Skills:
2. administrative skills: defined by: -
3. Al-Jader (2000): Providing certain levels of quality that managers must have in order to carry out systematic administrative operations, as well as to solve obstacles and take objective and decisive decisions. (Al-Jadir, 211: 2000)

4. Aboudi (2007): Special capabilities that result from actual knowledge and practices, as well as the willingness of the manager who possesses those capabilities (Aboudi, 137: 2007)

Second: Technical skills: defined by

1. Saleh (1990): The path, procedures, and specialized knowledge to reach the goals (Saleh, 68:1990)
2. Amer (2009): The ability to use methods specific to a particular field of specialization by employing mental and behavioral trends during work. (Amer, 140:2009)

Third: The Head of the Department (Ministry of Higher Education and Scientific Research, 1988): He is a teacher appointed by a decision of the University President based on the recommendation of the Dean of the College and the determination of his powers under the university system. (Article 8 of Law No. 40 of 1988, Ministry of Higher Education and Scientific Research, 1988).

Fourth: The University (Ministry of Higher Education and Scientific Research, 1988): It is one of the higher education organizations that comes at the top of the educational ladder of the Republic of Iraq. It is a safe campus and a center of intellectual, scientific and technical civilizational radiation in the community. It conducts ongoing studies and research in various aspects of human knowledge and studies related to the practical situation. The university consists of faculties, higher institutes, a research center and other formations as it calls for in the areas of theoretical and applied knowledge. (Article, 9, 12, of Law No. 20 of 1988, Ministry of Higher Education and scientific research.(Chapter Two: Literary Background and Previous Studies

Concept of managerial and technical skills:

The opinions of those interested and researchers in the field of management indicate that there are a set of factors that help successful administrators in carrying out their jobs, and administrative skills are at the forefront of these factors. His interaction with the tasks and roles entrusted to him (Al-Tawil, 37:2006).

These skills are characterized as acquired and developing, not innate or inherited, meaning that a person acquires and develops them through training, practice, experience and expertise (and thus there are many administrative skills and vary in the educational literature (Ahmed, Hafez, 2003)

The most prominent administrative skills necessary to play the leadership role in educational institutions in the light of contemporary scientific trends:- First: Skills related to the educational system, including:-

Commitment to work differences.1

Working to achieve the goal and objectives of education.2

Take note of the regulations issued by the senior management.3

Second: Personal skills, including:-

- Moderation in ideas, opinions and practices, and urging all workers to do so.
- Good conduct, morals, integrity in behavior and respect for moral and community values.
- Psychological balance and the ability to self-control and trust in others.
- Third: Communication and interaction skills, including:

- Spreading a culture of dialogue among the employees.
- Providing the necessary atmosphere and conditions for effective communication.
- Clarify ideas, information, knowledge, instructions, directions and decisions in appropriate ways.

Fourth: Skills related to human relations, including:

- Psychological characteristics of working individuals, appreciating their efforts and recognizing their capabilities.
- Strengthening ties between community members.
- The ability to enable employees to participate in decision-making.
- Achieving job satisfaction among all employees.
- Fifth: Skills related to the curricula and include:
- The ability to analyze the content of the curriculum.
- The ability to monitor the extent to which the objectives of the curriculum have been achieved.

Familiarity with the design of educational units or their development in the light of curricula organizations and modern teaching strategies. (Fakhro, 7: 2001).

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Methods of developing management skills:

There are many methods that can be used for the purpose of developing managerial skills, including the following:-

1. On-the-job education: It is a common and effective way to train administrators. Field experience is very important because it enhances skill
2. Observation positions: This method focuses on teaching through observation, and assistant positions are good positions for observation when developing administrators.
3. Special tasks: These tasks can also be used to train individuals. The trainee who is entrusted with a special task is given complete freedom to handle matters and then gains an opportunity to see how things can be handled and what can be achieved.
4. Lectures: It is the method by which qualified, experienced and knowledgeable lecturers give lectures to the two groups.
5. Conferences: This is a commonly used method that provides opportunities for exchanging opinions and discussions that show the many aspects of a problem and for analyzing the situation in order to determine what should be done. (Al-Ali and Al-Moussawi, 2001, 156)

Second: The concept of technical skills:

The technical skill is represented in the department head's familiarity with the concept of management and creating the organizational climate that achieves job satisfaction for the faculty members and all employees and the extent of the department head's skill in using technical methods and solutions during the exercise of his job and work-related situations, as technical skills mean the efficiency of the department head in using methods and methods Technical skills during the exercise of his job and his handling of work-related situations and technical skills require a certain amount of knowledge and scientific and practical facts required for the success of administrative work. (Darwaza, 12:2001).

Hence, in order for the educational leader to be effective and successful in his work, he

must have the ability to link administrative matters with the broad lines of the authority's policy, and possess the knowledge that qualifies him to have the ability to choose the best ways and methods that ensure obtaining the greatest degree of productive efficiency. It combines regulation and delegation of authority (Al-Ajmi, 211: 2010).

The availability of technical skills requires many dimensions, including:

1. Control of the procedures, entrances and specialized methods by which works can be carried out.
2. Know the means necessary to practice the various job tasks.
3. Familiarity with the various technical job relations with other related jobs in order to facilitate the performance of work in an integrated and coherent manner.
4. Technical skills require a degree of innovation and innovation in order to develop and maintain them (Al-Maghraby, 2006: 40, 41).

The most important characteristics of technical skills are as follows: -

1. They are more specific than other skills, meaning that they can be easily verified by the school principal because they appear clear while performing his work.
2. It is more familiar than others because it has become familiar in modern management and in the era of specialization.
3. 3.They are easier to acquire and develop than other skills. (Hassan, 2004: 93).
4. Previous studies

a. Iraqi Studies:

1. Salih Study (1990):

((Administrative skills of middle school principals and principals from the point of view of the principals themselves and their teachers))

The study aimed to identify: Administrative skills of principals and principals of middle schools from the point of view of principals themselves and their teachers.

Research sample: The research sample included (51) middle schools, which amounted to (51) principals and directors, and (255) teachers and schools.

Research tool: The researcher built a questionnaire research tool and its validity and reliability were verified.

Statistical means: The data was treated statistically using Pearson's coefficient, arithmetic mean, Fisher's equation, percentile weight, and t-test for two independent samples.

Research results:

The researcher reached a number of results:

1. Availability of technical, organizational and human skills for middle school principals.
2. There are no significant differences between male and female principals in their performance of technical, organizational and human skills.
3. There are no significant differences in the skills performed by male and female principals from the point of view of male and female teachers in technical, organizational and human skills (Saleh, 1990: 141).
4. Study (Wahhab, 2000):

((Evaluation of the performance of the distinguished schools' administrations for their administrative tasks from the point of view of the faculty members))

The study aimed to identify: The tasks that should be entrusted to the principals of distinguished schools, and the level of their performance in light of those tasks.

Research sample: The sample consisted of (69) male teachers and (145) female teachers from the distinguished schools in the city of Karkh and Rusafa.

Research tool: In order to achieve the purposes of this study, a tool was prepared that included (104) paragraphs, divided into five areas (planning, organizing, directing, controlling and evaluating).

Statistical means: The study used statistical means (weighted mean, weight percentile, Pearson and Spearman equations, and t-test.

Search results: Among the most important search results that were reached:

1. The tasks mentioned in the study were arranged in descending order of importance according to the following areas (control, direction, planning, organization, evaluation), and the level of managers' performance of the tasks entrusted to them in the four areas (planning, organizing, directing, and controlling).
2. Orientation got a very good performance rate, while the evaluation field got an excellent the third chapter / research methodology and procedures

This chapter includes a description of the research methodology, its procedures, and the steps that were followed to achieve the objectives of this research, in terms of describing the research community and how the sample was selected, as well as describing the procedures and steps followed. In building the research tool and analyzing it logically and statistically while verifying the validity and stability of the tool and choosing the appropriate statistical means in processing the data obtained in line with the research objectives, and the following is a detail of these procedures.

First: Research Methodology: In writing her research, the researcher relied on the descriptive correlative approach to achieve the objectives of the research and to identify the studied phenomenon and what it actually exists as an accurate description (Melhem, 2000:314).

Search procedures

Research community: The current research community consisted of the teachers of the University of Baghdad and Iraq, whose number is (7068), distributed over the University of Baghdad (617), and the number of male teachers is (438), and the number of females was (179), in terms of scientific title Their number is distributed among (178) of those who hold the title of professor, and of those who hold the scientific title of assistant professor (307), and of those who hold the scientific title of teacher (132).

As for the Iraqi University, the number of teachers in it is (894), the number of males is (532), and the number of females is (362) teaching. As for the scientific title, the number of those who hold the title of professor is (214) teachers, and those who hold the title of professor assistant (353), and those with the title of teacher (327).

Research sample: To achieve the objectives of the research, the sample was chosen by stratified random method, as the research sample amounted to (706) teaching staff. And by (10%) of the original community

The two research tools: administrative and technical skills, and it included (50) paragraphs distributed over two fields. The researcher extracted the validity and reliability of the two research tools.

Statistical means: The researcher used the following statistical methods:

The data collected from the respondents' answers to the scale items were statistically processed using the following statistical methods (t-test for two independent samples, Pearson correlation coefficient, t-test for one sample, alpha-Cronbach equation, percentages).

Steps to build a scale of administrative and technical skills:

The administrative and technical skills scale included the following steps:

A-1 Defining the goal: The (administrative and technical skills) scale aims to identify the level of administrative and technical skills of department heads, as defining the goal is the main step in building it. (Nashwani, 1985: 171).

2. Determining the content of the scale: What is meant by the content of the scale are the building units that make up the scale, which in the current scale consists of two areas:

As it was determined in light of the title, as well as the division of skills, which are as follows:

Administrative skills: They are special capabilities that result from actual knowledge and practices and are acquired through courses, activities and experiences that enable department heads to perform the tasks and administrative functions required of them in a sound and distinct manner that is reflected in the development of work.

Technical skills: Specialized knowledge, understanding and mastery of activities that require the use of tools, methods, processes, and scientific and technological means to reach the goals.

3. Sources of building the items of the Administrative and Technical Skills Scale:

Information and paragraphs of the administrative and technical skills scale were obtained through several sources, after the scale passed through several steps and stages until it reached its final form.

Correction method and answer alternatives:

The scale was corrected in light of the following five alternatives:

(Applies to him to a very large degree, applies to him to a large extent, applies to him to a moderate degree, applies to him to a small degree, applies to him to a very small degree)
The following scores were also given to each alternative:

- * (5) scores for the alternative that apply to it to a very large extent.
- * (4) Scores for the alternative are highly applicable.
- * (3) scores for the alternative that apply to it with an average score.
- * (2) degrees for the alternative that apply to it to a small degree.
- * (1) A degree for the alternative applies to it to a very small degree.

Logical analysis of the paragraphs of the administrative and technical skills scale:

The logical analysis of the paragraphs is necessary in preparing all the scales because it is the best and most important step to ensure that the paragraphs of the scale are valid, by informing a group of experts of the paragraphs of the scale in order to measure the property for which the scale was prepared. Accordingly, the researcher presented the measure of

administrative and technical skills to a group of the experts (11) experts, who were asked to examine the scale in terms of its definitions, paragraphs, alternatives, and weights for the paragraphs with deleting or modifying what they deem appropriate, as well as estimating its validity in what was prepared for its measurement. The field of administrative skills, and the field of technical skills), and in light of the opinions of the arbitrators on the scale, no paragraph was dropped, as all paragraphs were retained with linguistic correction on some paragraphs only.

Statistical analysis of the items of the administrative and technical skills scale:

the fourth chapter

Presentation and interpretation of results

This chapter contains a presentation of the results that were reached based on the goals that were set in the first chapter, and the results will be interpreted and discussed according to the theoretical literature that was mentioned in the second chapter and previous studies and according to the nature of the community and the sample that was taken from it, and for this the results can be presented as follows:

The first objective: the level of administrative and technical skills of the heads of scientific departments from the point of view of the faculty members at the Universities of Baghdad and Al-Iraqiya in the province of Baghdad.

To achieve this goal, the researcher applied the administrative and technical skills scale, which consisted of (50) items, distributed over the research sample, which numbered (706) faculty members. 19,671 degrees, and to identify the significance of the difference between the arithmetic average and the hypothetical average of (150) degrees, it was found that the difference is statistically significant at the level of significance (0.05), as the calculated T value reached (4,639) which is greater than the tabular value of (1, 96), and with a degree of freedom (705)

It appears that the arithmetic mean of the administrative and technical skills scale is higher than the hypothetical mean and that the difference between the two averages is statistically significant and in favor of the arithmetic mean of the sample members. Departments, which is a prerequisite for the effective performance of most of the department's activities, as these (administrative) skills represent the ingenuity that enables department heads to perform their roles in their departments, which in turn are consistent with the objectives set for the department efficiently and effectively. In turn, it became a skill for them, so it became the efficiency of any skill they work through. It is worth noting that technical skills are directly related to the tasks of the head of the department as well as his responsibilities (Darwaza, 12:2000). He knows well that the advancement of the educational process must also be mastered in technical skills. The focus of department heads on practices in their work is always focused on learning technical skills, and this is only what is called training Self or self-development (Al-Ajmi, 2010: 211).

The second objective: to identify the statistically significant differences in the level of administrative and technical skills among the heads of scientific departments from the point of view of the faculty members at the Universities of Baghdad and Al-Iraqiya according to the two variables:

- A. Gender (male - female)
- B. Academic title (professor - assistant professor - teacher)

A. Gender

The arithmetic means, standard deviations, and t-test results for two independent samples were calculated to find out whether the gender variable had an effect on the research result.

The t-test of two independent samples for the significance of the differences according to the gender variable in the scale of administrative and technical skills.

The arithmetic mean of the male sample (39,784) is higher than the arithmetic mean of the female sample of (37,352). To determine the significance, the t-test was used for two samples. The standard deviation of the male sample was (6,342) degrees and the standard deviation for females (6,101) degrees, so the result of the t-test was (4,766). A degree which is higher than the tabular t-value (1.96) at the level of significance (0.05), and at the degree of freedom (704), and it is a function in favor of males for the administrative and technical skills scale.

This simple and clear difference through the convergence of standard deviations as well as the convergence of the arithmetic circles indicates that the heads of departments and of both sexes are close to being familiar with administrative and technical skills and they are keen on their departments and the extent of their development and the method of dealing with the employees of the department in order to achieve the objectives of the department.

B- Academic title (professor - assistant professor - teacher)

The calculated t-value between the degrees of administrative and technical skills was (8.852), which is greater than the tabular t-value of (3) at the significance level (0.05) and the degree of freedom (705.2). The significance of the differences The researcher used a Scheffe test for dimensional comparisons, that there is a statistically significant difference between the mean scores of (Professor - Assistant Professor), as the difference in the averages is (3,797), which is greater than Scheffe's value (0.583) in favor of the title of professor, and also found that there are differences Statistically significant between the averages of the title (professor - teacher), as the differences reached (7,941) which is greater than Scheffe's value of (0.588) and in favor of the title of professor, and also it was found that there are statistically significant differences between the average degrees of (assistant professor - teacher), as the differences reached (4,144), which is greater than Scheffe's value of (0.459) and in favor of the title of assistant professor.

Those who hold the title of professor obtain higher averages than the rest of the academic degrees due to the length of their service and so on

Conclusions

In light of the research results, the researcher reached the following

1. The heads of the scientific departments at the Universities of Baghdad and Al-Iraqiya possess administrative and technical skills.
2. The heads of departments of both sexes are close to having knowledge of administrative and technical skills.
3. The heads of scientific departments who hold the title of (Professor) have a higher level of administrative and technical skills than the rest of the academic degrees.

The most important recommendations: In light of the results of the current research and its conclusions, the researcher recommends the following:

1. Work to encourage the heads of the scientific departments at the Universities of Baghdad and Al-Iraqiya to advance the educational process with the administrative and technical skills they possess, and employ them in linking administrative matters with technical matters to choose the best ways towards development and achieving goals.
2. There is great importance for the college to benefit from the administrative and technical skills of department heads with long experience to enhance the administrative work in colleges.
3. Encouraging academic degrees who hold the title of (Assistant Professor) and the title of (Teacher) to join development and training courses to enable them to develop their capabilities in administrative and technical skills.

The most important suggestions: In light of the research results, the researcher suggests conducting the following research:

1. Administrative and technical skills and their relationship to the efficiency of job performance.
2. Administrative and technical skills and their relationship to the functional integration of the heads of departments in the private universities of the Governor of Baghdad.

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