

THE REALITY OF ADMINISTRATIVE PERFORMANCE AMONG DEPARTMENT HEADS OF THE FACULTIES OF PHYSICAL EDUCATION AND SPORTS SCIENCES FROM THE POINT OF VIEW OF THE FACULTY MEMBERS

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Abstract

The level of administrative performance of department heads in the faculties of physical education and sports sciences is very important at all levels for development and change, to keep pace with the development in the world, and that effective administrative performance must depend on high motivation and enthusiasm among workers so that they stand cognitively and emotionally absorbed in their work.

The study aimed to know the level of the reality of the administrative performance of department heads in the faculties of physical education and sports sciences in Iraq from the point of view of the faculty members, and whether there were differences attributed to the variables: gender, university, and academic rank. To achieve this, a scale was prepared that was confirmed by its validity and reliability, consisting of (47) items distributed over seven domains. The scale was applied to a sample of (167) faculty members, including (110) males, and (57) females, in public universities of the faculties of physical education and sports sciences.

The results showed that the level of assessment of the study sample on the tool as a whole was at a medium degree, where the field of human relations came in the first place with a high degree of appreciation, while the areas of administrative leadership, decision-making, planning and organization, evaluation and follow-up, scientific and professional growth, and student affairs came with a medium rating. The results showed that there were statistically significant differences for the effect of gender in favor of males, and for the effect of a university in favor of public



universities, And the absence of statistically significant differences for the effect of academic rank in the fields of study, and the presence of differences in the total degree of the tool for the effect of academic rank in favor of those at the rank of professor and associate professor. In light of the results, the research recommended a set of recommendations.

Keywords: the reality of administrative performance, faculties of physical education and sports sciences, faculty members, sports management.

1. Introduction

With the tremendous acceleration in this era, sports institutions seek to develop and change; In order to keep pace with this development, and achieve a competitive advantage; And that is through the trend to apply modern management concepts; This is because the development of any organization begins with the development of the leader, where the leadership style is considered an influential factor in the success or failure of the institution.

Just as effective administrative performance must depend on high motivation and enthusiasm among employees to stand up cognitively and emotionally in their work, which makes them do their best to reach the highest levels of performance, which is reflected in their behavior, which is the pride in working in the university environment, and job satisfaction resulting from fulfilling the job. their needs, and a sense of emotional connection between them and others.

The essence of management lies in the ability of the administrative leader to influence in motivate and inspiring followers, and the ability to build positive and open relationships with others. The work presented by Robert Greenlea had a major turn in the field of administrative leadership theories to focus on the relationship between the administrative leader and workers, which makes attention to workers and their service a priority, and perhaps the theory of administrative leadership is the one who embodied this philosophy[1], Hence, a new leadership style has emerged under the name of "Servant leadership", which is based on taking care of followers and serving them and prioritizing their interest over the interest of the administrative leader. Spears [2] sees that the most important characteristics of administrative leadership are the participation of the administrative leader of workers in the decision-making process, and his interest in promoting teamwork. acknowledging that people have real value beyond mere followers, Therefore, it is concerned with nourishing the growth of their personal,



professional, and spiritual aspects, and out of concern for workers in sports institutions, the term administrative performance appeared as one of the tributaries of well-being and improving the level of performance, which describes the extent to which employees are connected to their institutions and the consequent increase in organizational effectiveness and productive efficiency. Administrative performance is also one of the Entrances to raise the level of job performance in sports institutions.

It is necessary to pay attention in this field because it increases the feeling of job satisfaction for employees in sports institutions and makes the individual more committed towards his work and his institution, and improves the quality of work-life, and enhances productivity and efficiency, and it is also an influential factor to motivate employees, and directs behavior, as well as reduces absenteeism and delay rates And it works to increase volunteer behaviors.

Managerial [3] performance is explained as “the integration of the organization’s members physically, cognitively, and emotionally in their work, as it is possible to predict the relationship between employees and the administrative leader, which reflects the positive organizational performance within the organization.” Realizing the importance of administrative performance, educational institutions paid great attention to it. In view of the positive results that it achieves that is reflected in the quality of performance in the university community, in addition to its positive impact on the level of mental health, and the enhancement of the effectiveness of administrative performance. The new administrative patterns that institutions need; This is due to their role in giving employees and meeting their needs, improving the institution’s performance, effectiveness, and organizational efficiency, and creating an organizational climate that achieves satisfaction, loyalty, and job performance for employees within the institution. From the above, the role of the administrative leader is evident in improving the administrative performance of the faculty due to their active contributions in achieving a high level of participation and achievement. And since the teaching staff is at the top of the educational ladder, this required familiarization with the reality of administrative performance and its relationship to the level of workers from the point of view of the teaching staff of the faculties of physical education and sports sciences.

The research aims to study the reality of the administrative performance of department heads on the positives and diagnose the obstacles and challenges facing the practical application of the subject [4].



2. The Study Problem

The progress of any society depends not only on what it possesses of natural resources, but on what it has of well-prepared human elements, and because the university is the main tool in society for preparing those human elements, developed and developing countries alike have paid attention to sports in general, management and organization in particular. In order to advance the reality of administrative performance in universities and colleges, especially in the faculties of physical education and sports sciences, in order to raise the reality of their performance and development, it is necessary to develop the current and ingredients and search for solutions that help in that development, which in turn is mainly reflected in the success of the civilized, socially and culturally society. Recent years have witnessed many serious attempts to develop the reality of the administrative performance of the faculties of physical education and sports sciences and how to reform them represented in holding conferences and seminars and developing studies that diagnosed some aspects of weakness in university administrative performance, especially the aspects related to first the administrative leadership of those sports institutions.

As the success of any sports or education system is closely related to the effectiveness of its leadership and its ability to direct administrative activity for the desired goals. And the accuracy of the matter that requires them to have an administrative style capable of interaction, and which leads to achieving a healthy positive relationship that is reflected on their performance and thus the productivity of the educational institution, especially related to the academic achievement of students and the satisfaction of employees in that institution on the other hand, and vice versa.

In order for the university to achieve the desired goals, there must be a scientific administration capable of directing the administrative process in the sports institution and its good performance. Perhaps what confirms this fact is that the studies and research conducted in the field of management have proven that the failure of institutions is due to weak leadership.

From the foregoing, the research felt that there was a problem in this subject through what appeared in the presence of a complaint that was repeated by members of the teaching staff of the faculties of physical education and sports sciences, and that there was a kind of grumbling about the administrative behavior of some heads of departments in their faculties, and he also found some leadership



failures, which are a problem Reality negatively affects the satisfaction of the teachers, which increases their feelings of frustration, and may lead to an unwillingness to the teaching profession or to change their places of work, which prompted the researcher to address this issue in the faculties of physical education and sports sciences in Iraq as a university institution with its educational and scientific mission that works on Achieving it to find out the nature of the reality of the administrative performance of the department heads and evaluate them to ensure the upgrading of their performance in these faculties towards achieving their sporting, scientific and administrative mission in an effective and integrated manner.

3. Research Methodology and Field Procedures

3-1- Research Methodology

In addressing this study and answering its questions, the researcher used the descriptive analytical approach, which is based on describing and interpreting what is an object, and it is an appropriate approach for this study, which aims to determine the level of reality of administrative performance among the heads of faculties of physical education and sports sciences and its relationship to some variables.

3-2- The Research Community and Study Sample

The study population included all faculty members in the faculties of physical education and sports sciences in government universities in Iraq for the first semester of the academic year 2020/2021. The number of them was (843) members, according to published statistics for the academic year 2020/2021.

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Table No (1).Frequencies and Percentages by Study Variables

Category		Repetition		The ratio
gender	Male	110		56.9
	female	57		34.1
Universities	Faculties of physical education and sports sciences government + private	Governmental 108 universities		64.7
		Especially 57 universities		35.3
Academic degree	Professor + participant Professor	55		32.5
	Assistant Professor	71		42.5
	Teacher	41		24.6
Total		167		100

3-3- Methods for collecting information

There are many ways to collect sources, and here in this study we used foreign and Arabic sources (books and periodicals), whether printed or published on the Internet, the International Information Network on the Internet, the Internet, the preparation of a questionnaire (which has been presented on several experts, and their opinions were taken).

3-4- Tools and devices used

The most important tools and devices in the subject of the research were used in order to carry out the field research procedures, which are: interview, questionnaire, auxiliary team, data collection, and analysis forms, LAPTOP Lenovo computer, hand calculator (SHARP-E1-531), Statistical tools and programs.

3-5- questionnaire description

The questionnaire was adopted as the main tool in data collection, as we took into consideration its formulation and its inclusion on the approved study variables, and it was formulated to serve the study's objectives and hypotheses based on the theoretical side and reference to previous studies. We present through the following a description of the contents of the questionnaire adopted in the study.

The questionnaire lies:- It lies on the scale related to the administrative reality, which included (27) items to measure it. The researcher resorted to hiding the

administrative performance variables as sub-variables in the questionnaire form, with the aim of identifying the opinions of individuals who were researched in the faculties of physical education and sports sciences in Iraq, and the reason for this is To avoid mentioning the variables of the reality of administrative performance to the orientation of the individuals who were researched in answering the positive administrative performance variables and neglecting other patterns. The questions of this part were distributed as follows:

The axes (administrative leadership, human relations, student affairs, decision-making, planning and organization, evaluation and follow-up, scientific and professional growth) and in the questionnaire scale, the five-point Likert method was used. 3, 2, 1) if their answers are in favor of the trend (strongly agree, agree, neutral, disagree, strongly disagree), and the respondents' answers (strongly agree, agree) indicate the strength of the effect of administrative performance within the faculties of physical education and sports sciences, while The respondents' answers (I do not agree, I strongly disagree) express the weakness of the administrative performance variables on the administrative reality within the college, and what was between that (neutral) expresses the moderation and moderation of the study variables. Table (2) shows the structure of the questionnaire.

Table (2) Installation of the questionnaire form

sequence	Relative importance	Domain Validity			fields				
		Valid	invalid	Suggested modification	1	2	3	4	5
1	Administrative leadership								
2	Human relationships								
3	students Affairs								
4	Make decision								
5	Planning and Organizing								
6	Calendar and follow up								
7	Academic and professional growth								

3-6- The foundations and scientific transactions of the questionnaire

The nature of the hypotheses is what determines the tools used, and the smart researcher chooses the tools that are suitable for him from available devices or



manufactures them to achieve the purpose. The problem at hand is what determines the tools that the researcher uses in his research so that the tool fits with the problem. Among the foundations and scientific transactions that we used in this research are:

3-6-1- Questionnaire reliability test

The questionnaire underwent tests before distribution to ensure its safety. Those tests were as follows:- Tests before distribution (Measurement of apparent validity and comprehensiveness) In order to ensure the questionnaire's ability to measure the variables of the study, it was subjected to a test of apparent validity and comprehensiveness, by presenting it to a number of arbitrators and experts in the field of management, psychology, testing, and measurement to ensure the validity of the paragraphs contained in the form and their relevance to the study's hypotheses and objectives, and to explore their opinions regarding its ability to measure The variables of the study in order to ensure the clarity, comprehensiveness, and accuracy of its paragraphs from a scientific point of view, and in light of this, some paragraphs were deleted, modified and added in the manner in which the majority's opinion was gained on the validity and comprehensiveness of its paragraphs in line with the hypotheses of the study.

3-6-2- Questionnaire stability:- For the purpose of identifying the validity of the scale and the stability of the resolution, (Cronbach's alpha) was used, and it became clear that the alpha coefficient was (0.913) on the overall level of the variables, and this ratio is considered good in the field of mathematical sciences.

Tests after distributing the form

1-Neutrality:- Ensure to emphasize the neutrality of the questionnaire by not interfering with the answers of the respondents and giving them the freedom and sufficient time to answer its paragraphs.

2-Internal consistency questionnaire variables:- For the purpose of testing and to ensure the validity of the questionnaire, it relied on the internal consistency of the paragraphs expressing the variables of the study. "The moral correlation values express the credibility of these paragraphs' representation of the main variables investigated," [5].

3-The internal consistency of the leadership style:- Tables (1, 2, 3), indicate that there is a significant correlation between the moral and positive correlations of administrative performance, represented by the axes (economic, administrative, social, cultural, political), which indicates the availability of internal consistency between the paragraphs of the mentioned variables and expresses the sincerity of the construction of its contents and the stability of its contents. It takes effect.

3-7- exploratory experience

The researcher conducted an exploratory experiment on a sample of (7) members of the staff of the faculties of physical education and sports sciences of Iraqi universities, they were randomly selected on (22/11/2021) in order to achieve the following objectives:

- 1-Ensure that the questionnaire paragraphs are clear and that there are no errors in them.
- 2-Identify the extent to which the research sample understands the questionnaire.
- 3-Diagnose the obstacles and negatives that may occur during the main experiment.

3-8- The main experience

After ensuring the safety and validity of all procedures, including the scientific conditions, a field study was conducted on the main application sample, which numbered (167) members, for the period from (7/12/20121 - 7/1/ 2022).

3-9- Statistical Analysis Methods

In order to reach accurate indicators that serve the objectives of the research and test its hypotheses, the study relied on a set of statistical tools, which are as follows:

- 1-The percentage and Pearson correlation coefficient to measure the strength of the relationship between two variables, as well as its use in determining the internal consistency between the study variables.
- 2- Simple and multiple linear regression to measure the significant effect of the independent variable on the dependent variable.
- 3-Gradual regression to determine the indicators of the most influential independent variables in the dependent dimension.

4. Presentation, analysis and discussion of results

4-1- Correlation analysis between study variables

The values of Table (2) reflect the correlation between administrative performance at the level of the overall indicator in order to identify the strength and nature of the relationship between the study variables, and then test its hypotheses using the simple and multiple correlation coefficient.

1-The relationship between the reality of administrative performance and the variables: The content of this correlation represents the validation of the first main hypothesis, which states that there is a significant correlation between the reality of administrative performance in terms of its variables and variables. The data of Table (3) indicate that there is a significant correlation between the reality of administrative performance and the variables in the faculties of physical education and sports sciences at the total level and with a correlation coefficient of value (0.661) at the level of significance (0.05).

2-Variance analysis of management performance variables:- The content of this effect reflects the test of the third hypothesis of the study, which states that there is a discrepancy in the effect of the reality of administrative performance. They are verified using step-wise regression analysis at the general level as follows.

Table (3) shows the correlation of the score of each domain with the total score of the scale

fields	Relatio nship of the	probab ility value	Sample count	the extent	lowest degree	the highest degree	Arithm etic mean	The error in the	standa rd deviati	skew modul us
Administrative leadership	.634**	0.00	167	19	11	30	31.13	.359	4.815	-.426
Human relationships	.693**	0.00	167	20	18	38	127.26	.965	12.941	.398
students Affairs	.558**	0.00	167	19	17	36	20.52	.274	3.676	-.025
Make decision	.735**	0.00	167	23	18	41	27.54	.325	4.364	.372
Planning and Organizing	.693**	0.00	167	20	18	38	20.52	.274	4.364	.372
Calendar and follow up	.693**	0.00	167	20	18	38	127.26	.965	12.941	.398
Academic and professional growth	.929.	0.00	167	121	100	221	354.23	3.162	43.161	-1.619



**Tabular = (0,250) at the degree of freedom = $n-2 = 62-2 = 60$ and the level of significance is 0.05 And based on the foregoing results of the relationship between administrative performance and the variables, we arrive at the acceptance of the main hypothesis at the level of the studied clubs.

Table (4) shows the values of the latent roots, the percentage of variance and the cumulative variance of the results of the preliminary analysis before rotation

factor table									
Factors	Prime factors			Factors extracted before recycling			Factors extracted after recycling		
	In-kind value	Explained variance	cumulative variance	In-kind value	Explained variance	cumulative variance	In-kind value	Explained variance	cumulative variance
1	23.753	48.475	48.475	23.753	48.475	48.475	13.946	28.460	28.460
2	4.231	8.635	57.110	4.231	8.635	57.110	10.337	21.096	49.556
3	3.295	6.724	63.835	3.295	6.724	63.835	3.778	7.711	57.267
4	2.073	4.230	68.064	2.073	4.230	68.064	3.379	6.897	64.163
5	1.815	3.704	71.768	1.815	3.704	71.768	2.109	4.303	68.467
6	1.553	3.168	74.937	1.553	3.168	74.937	1.903	3.883	72.350
7	1.293	2.640	77.576	1.293	2.640	77.576	1.832	3.739	76.089
8	1.031	2.105	79.681	1.031	2.105	79.681	1.760	3.592	79.681
9	0.892	1.821	81.502						
10	0.734	1.498	83.000						
11	0.716	1.461	84.461						
12	0.631	1.288	85.749						
13	0.603	1.230	86.979						
14	0.557	1.137	88.116						
15	0.446	0.911	89.027						
16	0.408	0.834	89.860						
17	0.403	0.823	90.683						
18	0.388	0.793	91.476						
19	0.312	0.637	92.113						
20	0.281	0.574	92.687						
21	0.275	0.561	93.248						
22	0.253	0.515	93.763						
23	0.246	0.502	94.265						
24	0.224	0.456	94.721						
25	0.208	0.425	95.146						
26	0.196	0.401	95.547						
27	0.192	0.392	95.939						
28	0.179	0.366	96.305						
29	0.168	0.343	96.648						
30	0.159	0.325	96.974						
31	0.145	0.295	97.269						
32	0.138	0.281	97.550						
33	0.127	0.259	97.809						
34	0.117	0.238	98.047						
35	0.113	0.230	98.277						
36	0.097	0.198	98.474						
37	0.086	0.176	98.650						
38	0.083	0.169	98.820						
39	0.077	0.158	98.978						
40	0.077	0.156	99.134						
41	0.070	0.143	99.277						
42	0.063	0.129	99.406						
43	0.060	0.122	99.528						
44	0.050	0.101	99.629						
45	0.044	0.089							
46	0.043	0.087							
47	0.039	0.079							



Through these results, the research questions can be answered as follows:

To answer the first question, we point out that administrative leadership is one of the most important assets in the college, and the reason for this is due to the administrative performance having a direct and indirect administrative value in the organization. The indirect value refers to its use of other factors of production and other methods in achieving the objectives of the college.

In this field, the skills, knowledge, capabilities, and desires of administrative leadership are important factors, but rather they are among the most important factors that affect the success of the organization in the short term and enhance its ability to survive and continue in the long term [6-9].

5. Conclusion

The efforts of this study were represented in its attempt to present a methodology in diagnosing a major dimension and analyzing it with a set of variables and depending on these dimensions and variables and the findings of the study, it was found that there is a concentration in the respondents' answers about agreeing strongly on the adoption of administrative performance by the majority of the cadre of the faculties in the respondents and study sample. And, that the percentage of respondents' agreement was high, and this indicates the presence of some leaders who seize power in the faculties of physical education and sports sciences. There is a high agreement regarding the variables related to management, and this indicates the interest of the faculties of physical education and sports management sciences and their awareness of the importance of this administration in achieving goals and raising standards. Despite the gap in terms of technology owned by the faculties investigated between them and similar faculties in developed countries, the employees believe that their faculties possess the technology and use it well, in a way that contributes to supporting and achieving knowledge for the college. The results of the analysis revealed a significant correlation between the axes (administrative leadership, decision-making, planning and organization, evaluation and organization, scientific and professional growth, student affairs). His ability to generate those experiences and the need to develop the technology used in colleges and work to train employees to use it and employ it in strengthening the college. The study also recommends working to strengthen the administrative performance, as it is more effective in supporting the construction of the faculties of physical education and sports sciences in Iraq.



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The questionnaire on which the study scale was conducted

sequence	the vertebrae	I agree very much	Agreed	Somewhat agree	I don't agree	I don't totally agree
1	The head of the department has the ability to supervise academically and scientifically On research and studies inside and outside the department					
2	The head of the department works on developing a plan for the department in light of the general policy of the university and its educational goals					
3	The head of the department has full knowledge and awareness of university regulations, instructions and lists					
4	The head of the department directs the teaching staff during the development of their semester study plans and discuss them with them					
5	The head of the department has the ability to predict the actual needs of the department in terms of human and material capabilities					
6	The department head has the ability and skill to prepare a financial management plan to achieve the department's goals					
7	The department head works on developing a flexible plan in his department to develop plans and curricula					
8	Administrative leadership as a whole					
9	The department head works on creating scientific and social communication between department members and other departments					
10	The head of the department works on the good management of the sessions of the department and the various committees in a democratic manner					
11	The department head possesses administrative leadership qualities such as innovation, boldness and flexibility					
12	The head of the department works to create a spirit of teamwork among the members of the department					
13	The head of the department gives a good picture of his department by participating in conferences and scientific symposia					
14	Planning and organization as a whole					
15	The department head encourages new members to benefit from the previous experiences of their colleagues.					
16	The head of the department stimulates the movement of scientific research, writing, and translation among faculty members.					
17	The head of the department works to provide the possibilities of scientific research in order to obtain scientific promotions					
18	The head of the department is keen to exploit the opportunities for scientific and professional growth for faculty members					

19	The head of the department assigns the faculty members in the department to approve, supervise and discuss scientific research projects for students.					
20	The head of the department is keen on faculty members in conferences, seminars and training courses.					
21	The head of the department discusses with faculty members the proposals and variables for developing and developing curricula					
22	The head of the department supports the department's library with the latest theses, theses, references, journals and scientific, Arab and foreign courses					
23	The head of the department encourages faculty members to conduct joint research and studies					
24	Academic and professional growth as a whole					
25	The head of the department follows up the implementation of the plans, results, and educational and educational work for the faculty members in the department					
26	The department head relies on accurate and objective criteria and work regulations in evaluating the performance of faculty members in the department					
27	The head of the department informs the faculty members of the results of their academic and administrative performance					
28	The department head employs modern methods in evaluating the cognitive achievement of students in his department					
29	The head of the department follows up the progress of the educational and research process in his department					
30	Calendar and follow-up as a whole					
31	The head of the department, the faculty members and his staff, feels that he is part of them and not controlling them					
32	The department head deals with justice, equality and fairness with the faculty members in the department					
33	The department head seeks to create an atmosphere of love, cooperation, respect and harmony among the faculty members in the department					
34	The department head adopts the decisions that obtained the majority in the department council					
35	The head of the department consults with the faculty members on decisions before making them in the best way, taking into account the interest of the department					
36	The department head relies on the scientific bases in making and making administrative decisions at the department level					
37	The head of the department is keen to provide sufficient information that helps to make good decisions within the department					
38	The department head implements accurately and clearly the decisions and recommendations of the department, college and university councils					
39	The department head depends on the best alternative among the proposed alternatives.					
40	Decision making as a whole					



41	The department head contributes to the admission criteria for new students in the department					
42	The head of the department deals with students' academic and social problems					
43	The head of the department is familiar with the results of admission and registration at the university					
44	The head of the department supervises the preparation and keeping of academic records for the students of the department and the signing of graduation documents					
45	The head of the department nominates scientifically distinguished students for appointment and study in the postgraduate program in the department					
46	The department head conducts an interview for new students and informs them of the department's policy and instructions					
47	He has knowledge of student affairs as a whole					