Administrative Crises Among Secondary School Principals In Babil And Diwaniyah Governorates

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Abstract

This study aims to identify the administrative crises of secondary school principals in the governorates of Babil and Diwaniyah, for the purpose of achieving the objectives of the research, the researcher built a scale of administrative crises, which consisted of Four main areas and (46) paragraphs in the final form, and the research sample amounted to (200) assistant and assistant managers from the secondary orbital managers, and for the purpose of data processing, a set of appropriate statistical methods (Spss) were used, namely (T-test) for two independent curses, (T-test) for one sample, Pearson correlation coefficient, alpha equation , Cronbach..

Where the researcher concluded that the principals of secondary schools in the governorates of Babil and Al-Diwaniyah deal well with the administrative crises they face and use appropriate methods to deal with administrative crises.

1.Defining the study

1.1 Research problem

The increase and complexity of crises and administrative problems in a large way, and the educational administration in particular, is a direct result of the expansion of the education base and the increase in the number of students and educational staffs. The brood administrative tasks servile out by school manager mast face some crises and problems which limit the effectiveness and hamper doing some administer rative work and the educational administration (Younis, 1996: 4). Especially after educational institutions and the successive crises they witnessed, the latest of which was the appearance of the Corona virus (Covid _19) and its invasion of the whole world in 2020, so its repercussions became crises in all different areas of life, including education. The field of education in various eras, as this crisis resulted in the spread of many crises, as most of the clubs, shops, factories, and most government institutions, including schools, were closed.

Through the foregoing, the research problem can be defined as: What are the crises faced by secondary school principals in the governorates of Babil and Diwaniyah.

1.2 Significance of the study

The importance of the research is highlighted through the following points;

1- It focuses on an administrative concept that has a role in the reality of administration in general, and the reality of educational institutions in particular.

2- The importance of detecting administrative crises and the skill of confronting them through sufficient knowledge of administrative processes (planning, organization, control, coordination, evaluation) of school principals in light of modern administrative methods of communication and communication between the faculty and administration, the faculty and students.

3- Knowing what administrative crises are is of great importance in facing crises before they occur within prior planning and a high evaluation of performance.

1.3 Research goal

The current research aims to identify the reality of the administrative crises facing secondary school principals from the point of view of their assistants in the governorates of Babil and Diwaniyah.

1.4 search limits

This study is determined by;

A) Human Borders: The assistants of the morning public secondary schools in the General Directorate of Education in the governorates of Babil and Al-Diwaniyah for the academic year 2021-2022.

B) Spatial boundaries: government secondary schools in the general directorates of education in the governorates of Babil and Al-Diwaniyah.

Temporal limits: the academic year(2021-2021 C)

Define terms 1.5

1.5.1 administrative crises;

There are several definitions, including

: language crisis

The hardship, the drought or the crisis, the strait, and every narrow path between two mountains is a crisis, a place of war, a crisis

 (Al-Razi, 1967: 15)

Terminology in crises

Hamalawy, 2003

  It is a defect that severely affects the institution and threatens the main assumptions and postulates on which the institution is based (Al-Hamalawy, 2003: 32)

Defeat, 2004)

It is a critical and decisive moment related to the fate of the administrative entity that was affected by it, and it constitutes a severe difficulty for the decision-maker, making him extremely confused in any decision he takes in light of a dark circle of uncertainty, lack of knowledge, and mixing causes with results, which increases the possibility of the emergence of developments that may occur due to the crisis itself. (Hazayma, 2004: 20).(

 1.5.2 Secondary Schools: The stage of study that follows and precedes the university stage, in which every student who completes the primary stage and has completed twelve years of age is accepted, and the duration of study in it is six years and is divided into two stages (intermediate and preparatory). scientific, literary) and consists of three grades. (Ministry of Education, 1988, 23)

School manager: Ministry of Education (1988): "He is one of the faculty members entrusted by the

school administration. He prefers to have a service of not less than five years in teaching, to reveal scientific and pedagogical competence and aptitude in management and organization. Preferably who worked as an assistant and be Graduated from a college or institute and prepared for educational purposes.

(Ministry of Planning, Department of Educational Planning, 1988, Educational Guide).

 1.5.3 The assistant, Ministry of Education (1977): "He is the employee appointed by the ministry who comes after the school director in the organizational structure, and he has a three-year teaching service, where he contributes to setting the annual plan, follows up on the quarterly plans and daily preparation for teachers, follows up on what has been accomplished of the curriculum and performs the work assigned to him." them" (Ministry of Education, Secondary School System, 1977: 2).

Theoretical framework and previous studies 2.The concept administrative crises 2.

 This concept appeared in educational sciences recently, and it means the challenges facing the achievement of educational and educational goals, that is, it makes a threat to the educational and educational patterns prevailing in society, and which are accepted by a large degree of societal acceptance.

And the administrative crisis is: An unusual turn, represented in a situation in which the organization is exposed, suddenly and unexpectedly, followed by events quickly, and the causes are intertwined with the results, and results in anxiety and anxiety. And tension for all individuals in the organization, with which the management of the organization loses the ability to control These events and taking appropriate decisions (Abu Khalil, 2001: 268).

And there are management scholars who know that every situation leads to positive and sharp changes in results, an event or accumulation of a group of unexpected events that affect the organization system or part of it, which are practically. Work stops completely or partially, for a long period or shortcomings for a specific reason, followed by the effect and transformation of the entity, and some management scholars add that the crisis is an event that is difficult to anticipate and its consequences. In material and moral losses that result in many problems and that their good management depends on the skill of management and the nature of (Sawalha, 2013: 370)

:The effects of administrative crises

 The nature of managerial activities is intertwined with each other and once a crisis occurs, it will lead to huge losses and risks. And dealing with crises efficiently

and quickly in light of advance preparation will show many good effects, any crisis that has positive and negative effects.

: **Positive effects of administrative crises**

1. Pushing the administration to develop new policies to face possible future crises.

2. Adopting the approach of teamwork in dealing with crises and moving away from the uncoordinated individual work method.

3. Crises allow the appearance of new ideas and new individuals who are able to prove themselves in dealing with these crises
(Zhu, 2011;129)

4. The crisis provides opportunities for organizational change and institutional reconstruction, as well as threats

5. The crisis provides the institution with opportunities for growth: The crisis provides great opportunities for institutions to strengthen confidence in the views of society and make employees proud of their institutions (KadıbeĢeggl, 2002; 107)

As for the negative effects, they are

1. Inadequate coordination: The need for coordination increases during a crisis. However, due to lack of information, insufficient coordination between departments and employees appears. The central authority has a role in this. Inadequate coordination can result from interdepartmental communication interruption (Özdevecioğlu, 2002;105)

2. Confusion that occurs among managers, lack of knowledge of tasks and responsibilities, and the difficulty of employees reaching work centers during crises. This situation embodies additional functions for managers and harms the psychological state of employees.

3. Increased fear and panic among employees: One of the undesirable consequences of the crisis is job loss. This frequently applied method of getting rid of crises can cause a negative impact on internal balances. Fear among employees of losing a job can lead people to panic and negativity

4. Incorrect decision-making process: During a crisis, the process of the mind decreases at the organizational and individual levels, the ability to solve problems decreases, and the decision-making process collapses(Mitroff, ll and Others, 2004;203).

The main features of crises:

A crisis is an expected or unexpected event or set of events, characterized by its severity, depth and breadth of impact, which makes it difficult to control the situation with the available methods, methods and possibilities, due to acceleration. Unfamiliar events, rapid developments, and confusion that increase material and moral losses.

1. Surprise, in its occurrence and obtaining the center of attention of the institutions and employees in them.

2. The enormity of the threat, which may lead to material or human losses that threaten stability and sometimes reach the elimination of the entire entity of the institution.

3. It is worrying, as it threatens the main assumptions on which the institution is based, and creates a state of confusion, tension and uncertainty in the available alternatives, especially in light of the lack of information, which doubles the difficulty of decision-making, and makes any decision that involves a degree of risk (Aliwa, 2003: 81).

4. Time pressure and the need to make correct and quick decisions with no chance of error.

5. Lack of information and work in an atmosphere of guesswork, doubt, ambiguity and lack of clarity of events.

) 6. Weak control over events (Fatehi, 2001: 10

:**Causes of administrative crises**

Crises affect individuals and institutions and pose psychological pressures, risks, difficulties and obstacles that threaten the lives of individuals, take away their comfort, and make them feel confusion, tension, anxiety, imbalance and weakness of strength unless the causes are known and these crises are resolved peacefully that leads to safety. These reasons can be clarified as follows.

1. Wrong information. It is the wrong prediction and the subjective evaluation of the administrative systems and laws, whether their source is unrealistic or unavailable information, and it is a reason for the emergence of the administrative crisis in the institution.

2. Weak leadership skills. It appears in the inability of the administrators to assume their responsibilities, the failure to give confidence to the subordinates, the lack of administrators to have the skill of feeling and predicting the events that will occur, and the failure to put the previous events in the position of their attention and the neglect of the managers to motivate subordinates.

3. Role-playing conflict. The fact that the individual works in more than one place within the institution, which may conflict with his main work, which leads to a conflict of the role (Abdul Qadir, 2007: 64)

4. Job role. It appears in the employees' vision of their job role, which is related to the importance of work and the place it occupies within the organization.

5. Weak control and accountability systems

6. Inefficiency of control and communication systems
(Abdul Qadir, 2007: 64).

previous studies: 2.5
• **2.5.I Arabic Studies**
Al-Zamili et al., 2007

The title of the study (school crises and methods of dealing with them in the schools of the Sultanate of Oman).

Aim of the study: The study aimed at the school crises faced by the schools of the Sultanate of Oman, and the methods used by the managers of those schools to deal with crises.

Study Population: The study population consisted of manager of schools scattered in the Sultanate.

Study method: descriptive method

Study sample: The size of the study sample was (275) male and female directors.

Study tool: The questionnaire was adopted

Study results: The study reached the following conclusions
1. The necessity of developing training programs for school principals to confront school crises using modern and effective methods.
2. The necessity of repeating the study on school crises every five years to find out what is being used as a result of social, economic and behavioral changes.
:
Foreign Studies
)(Liming; 2010

Study Title
) (The most important crises facing secondary school principals in government schools in the province of Manchester in Britain)

Objective of the study: This aims to identify the most important crises facing secondary school principals in government schools in the province of Manchester in Britain, in light of the variables of gender, educational qualification and work experience.

Study method: the descriptive analytical method .

Research community: Manchester County Public School Principals.

Research sample: The number of the research sample was (24) male and female directors..

Search tool: resolution

: **Study results:** The study showed the following results

School principals face crises of a moderate degree, and that the most important of these crises were those related to students, then crises related to teachers, then crises related to the local environment, and finally crises related to the educational system. The study also showed that there are no differences in the level and quality of crises facing school administrations according to the variables of academic qualification and work experience.

3. Methodology and Procedures of this study
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 which describing the research community and how the sample was selected, as well as describing the procedures and steps followed. In building the two research tools and analyzing them logically and statistically while verifying the validity and stability of each 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.

3.1 Research Methodology:
In his research, the researcher adopted this descriptive associative approach, being the appropriate approach to achieve the objectives of the research, through which he was interested in determining the nature of the prevailing circumstances, activities and trends, and searching for the exact manifestations of these activities. Processes, and the diagnosis of the relationships that exist between phenomena, as correlational studies represent a high level of progress in descriptive studies. (Abu Hawij, 2001: 82)

Research community: 3.2.1
The research community consists of all the assistant principals of secondary schools in the governorates of Babil and Al-Diwaniyah for the academic year (2021-2022), as a total of (401) assistants in secondary schools in the directorates of education in Babil and Al-Diwaniyah and those who continue to work for the academic year (2021-2022) are divided into: The two directorates of Babel Education, at the rate of (184) males and (103) females, and Al-Diwaniyah Education (77) males and (44) females.

3.2.2 Research sample:
For the purpose of achieving the research, a random stratified sample was chosen in the selection of the research sample, as the percentage (50%) of the total community of (401) assistants(both male and female) was withdrawn, and thus the sample amounted to (200) assistants, with (128) male assistants and (72)

female assistants. The sample was chosen from the education directorates of Babylon and Diwaniyah.

: search tool 3.2.3 The
Since the current research aims to identify the administrative crises of secondary school principals, setting the goal requires extensive information, and therefore the best tool that can be used for this purpose is to build a (tool), as the scale as indicated by (Oppenheim) is easier and faster when answering and can be measured correctly and is economical in terms of time, effort and money.(Oppenheim, 1966;43)

Steps to build an administrative crisis scale: 3.2.4
The administrative crises scale included the following steps

: a) Determine the goal of the scale
This scale aims to identify the administrative crises of secondary school principals from the point of view of their assistants, as defining the scale's objective is the first and most important steps for its construction.

: Determine the content of the tool b)
The content of the tool is the building blocks of the tool, and in this tool, the fields of the administrative crises variable were identified, as it consisted of four areas (planning (13) paragraphs, time management (13) paragraphs, communication technology (12) paragraphs, decision-making (8) Paragraph, that is, the scale as a whole (46) paragraphs.

C) Sources of building the paragraphs of the administrative crises scale:
Information and paragraphs of the Administrative Crises Scale were obtained from several sources, after the scale passed through several steps and stages until it reached its final form.

: The most prominent of these steps and stages are
-Reviewing the literature, periodicals, previous studies and conferences related to the concept of administrative crises.
-Reviewing a number of Arab and foreign standards that are directly related to the research topic.
-Consulting a number of experts and specialists in the field of educational administration and specialists in measurement and evaluation and taking their opinions that fit the nature of the research.

- The exploratory questionnaire: an exploratory questionnaire (open question) was directed, which includes the areas of performance management, as the exploratory sample reached (30) from outside the research sample, and the aim of preparing this questionnaire was to obtain the largest possible number of paragraphs related to administrative crises.

Preparing the scale items in its initial form:
Based on the sources, studies and previous research and what the researcher obtained from the paragraphs of the sample, a number of paragraphs were put that cover each field of the research variable, as their number reached (46) paragraphs distributed into (4) areas: (planning (13) paragraphs, Time management (13) paragraphs, communication technology (12) paragraphs, decision-making (8) paragraphs, and thus the scale became in its initial form consisting of (46) paragraphs before it was presented to the experts.

Correction method and answer alternatives:
To correct the questionnaire, the graduated scale (Likart) quadruple was adopted, as it gives freedom to the respondent to choose the appropriate alternative from his point of view and in an accurate manner. Based on that, four alternatives were put for each paragraph, as the verbal response ladder was translated into a digital scale, as each response was given a certain degree. And as follows:
The first alternative: applies to a very large extent: (4) degrees-
The second alternative: applies to a large extent: (3) degrees-
The third alternative: it applies to a moderate degree: (2) degrees-
The fourth alternative: applies to a small degree: (1) two degrees-

3.2.5 Logical analysis of the paragraphs of measures of administrative crises:
The logical analysis of the paragraphs is important in preparing the scale, as it is the most appropriate and most important step to ensure that the paragraphs of the scale are prepared in a measurable manner through a group of experts looking at the paragraphs of the scale in order to measure the specificity for which the scale was largely set. (Ebel, 1972: 555).
Accordingly, the researcher presented the scale of administrative crises to a group of experts to give their opinions on the validity of the paragraphs, as the number of experts reached (13) experts and Appendix (4) shows that, and he asked them to examine the scale in which of its definitions, instructions, paragraphs, alternatives and weights for the paragraphs with deletions or Amending what they deem appropriate, and estimating its validity in what was prepared to be measured. The performance management scale may consist of (46) items distributed over the four scale areas, the planning field includes (13) items, the time management domain includes (13) items, and the field of communication technology includes (12) a paragraph, and the decision-making field includes (8) paragraphs, and in light of the arbitrators' opinions on the scale, no paragraph was omitted as all the paragraphs were kept, with a linguistic correction on

some of the paragraphs, as all paragraphs were approved by the experts and the percentage of Approval (100%) for all paragraphs.

3.2.6 Statistical analysis of the paragraphs of the administrative crises scale.

This process is one of the basic steps in building any scale, in order to reveal the psychometric properties of the paragraphs that help in choosing the paragraphs with good characteristics, and this in turn leads to the validity and stability of the scale (Al-Imam et al., 1990: 114), and that is what the researcher extracted from the psychometric properties as follows:

1-The discriminatory power of paragraphs:

In order to find the discriminatory power of the paragraphs of the Administrative Crises Scale, the scale was applied to the sample, which consisted of (200) assistants(male and female) from secondary schools in the governorates of Babil and Al-Diwaniya. To achieve the aims of the study, the researcher depeals on the tow (extremist, contrasted) groups, as follow.

A- method of the two extreme groups

The researcher used the (t-test) for two independent samples in calculating the significance of the differences between the averages of the two groups in the scores of each paragraph of the scale, on the basis that the calculated t-value represents the discriminatory power of the paragraph (Edwards, 1957: 153-154), and it became clear that all paragraphs are distinguished for being a statistical function, because its calculated t-value is greater than the tabulated t-value of (1.98) with a degree of freedom (106) and at a significance level 0.05)

B- The relationship of the paragraph's degree to the total degree:

In calculating the validity of the paragraph, the researcher relied on " the Pearson correlation" coefficient between the grades of each paragraph and the total degree, since the grades of the paragraph are related and gradual (Dbois, 1962: 144), noting that the paragraph validity sample consists of (200) assistants (male and female) in the current research. It was found that all the correlation coefficients are statistically significant at the level of significance (0.05), as the values of the correlation coefficients with the total degree were greater than the tabular value of (0,139) with a degree of freedom (198) and at a significance level (0.05).

The relationship of the degree of the paragraph with the degree of the field to which it belongs

The researcher used this method to find out the correlation coefficient between the degree of each paragraph and the degree of the domain to which it belongs, for the purpose of ascertaining the validity of the paragraphs of the administrative crises scale in each domain, The overall score for the field was approved as an internal criterion, and often using the correlation coefficient for being a statistical function. Comparing it with the critical value of (0,139) at a significance level of (0.05) and with a degree of freedom (198). Through this indicator, it became clear that all items of the scale express their domains.

C- Matrix of internal correlations for the independence of the main dimensions:

In calculating it, the researcher relied on the "Person correlation" coefficient, because the scores are related and gradual, and that all the correlations, whether they were between the dimensions with each other or their correlation with the total score of the management crises scale, and using the Pearson correlation coefficient were statistically significant at the level of significance (0.05). and with a degree of freedom (198), where the critical value is (0,139), and this indicates that the fields are interrelated with each other and measure one thing and are treated as one total degree.

Scales Reliability:

In addition to honesty, reliability is a necessary measure with each new application of psychological tests. As we do not have real honesty and real stability for the psychological test, but rather we have indicators of honesty and stability, which are indicators that change according to the nature of the sample on which the test is applied. Scales rollability means that the scales give the same results if its applying is repeated on the tests the selves in another time and it seems the value of scales reliability in the ability. On detecting differences in performance between individuals (Mills and Peter, 2012: 206).

Therefore, the stability was calculated using the retest and Facronbach methods as follows:

A- Test-Retest Method:

One of the easiest ways to obtain repeated measurements for the same group of individuals and to measure the same trait is to apply the same scale twice (Melhem, 2002: 252). For the purpose of extracting stability in this way, the scale was re-applied to the stability sample that consisted of (30) assistants (male and female), with an interval that reached (14) days from the first application, then the Pearson correlation coefficient was calculated between the degrees of the first and second application, and the correlation coefficient was (0.85)

for the scale. The correlation coefficient between the first and second applications was (0.70) or more, which is a good indicator of the reliability of tests in educational and psychological sciences (Al-Esawy, 1985: 58).

B- Cronbach's Alpha equation
This method is based on that the consistency of the individuals' responses across the test items can be relied upon in estimating the reliability coefficient (Allam, 2014: 101). Therefore, stability was extracted in this way from the scores of the basic sample forms amounting to (200) forms, and using the Cronbach equation, the alpha coefficient reached (0, 81) which is a good stability coefficient.

Description of the scale in its final form: 3.2.7
The administrative crises scale in the current research, in its final form, consists of four areas: planning and it consists of (13) items, time management and it consists of (13) items, communication technology and it consists of (12) items, and decision-making consists of (8) items, and each paragraph has four alternatives (it applies to it to a very large degree, applies to it to a large extent, applies to it to a moderate degree, applies to it to a small degree), and gives it weights (4, 3, 2, 1) respectively for the positive paragraphs and the opposite for the negative paragraphs, and a total score is calculated. Through the collecting the degrees that obtained by respondent on each alterative chosen from each paragraph of the scale. Therefore, the highest score a respondent can get is (184), which represents the highest score, and the lowest score he gets is (46), which represents the lowest score. The total score of

the scale, and thus the theoretical average of the scale is (115) degrees.

Presentation and interpretation of results 4.
This chapter includes a presentation of the results that have been reached based on the goals that have been identified and the interpretation and discussion of these results according to the theoretical framework, previous studies and the characteristics of the society studied in the current research, and then come up with a set of conclusions, recommendations and suggestions, and the results can be presented as follows

The aim of the research: to identify the reality of administrative crises among secondary school principals from the point of view of their assistants.

To achieve this goal, the researcher applied the administrative crises scale consisting of (46) items on the research sample consisting of (200) assistants (male and female). The results of the research showed that the arithmetic mean of the scores of this sample on the scale reached (105,860) degrees and with a standard deviation of (8,105) degrees, and to find out the significance of the difference between the arithmetic mean and the hypothetical average, which reached (115) degrees, the researcher used the T-test for one sample, and it was found that the difference is statistically significant at the level of significance (0.05), as the calculated t-value reached (15,947) is greater than the tabular t-value of (1.96), with a degree of freedom (199).

The arithmetic mean, standard deviation, and the T value of the administrative crises scale

Variable	T- valuet		The hypothetical mean	Standard Deviation	SMA	The sample	Indication (0.05)
	Tabular	Calculated					
Administrative crises	1,96	15,947	115	8,105	105,860	200	function

The above table indicates the arithmetic mean of administrative crises of (105.680) is less than the hypothetical mean of (115) and that the difference between the two averages is statistically significant and in favor of the hypothetical mean, and this indicates that managers deal well with crises from the point of view of their assistants, the institutions that survive from a crisis, the experience is usually made

more solid and more intelligent, and the ordeal of the crisis tends to create a spirit of cooperation among the workers. They facet a common danger and learned to depend each other, they know how to deal in the face of adversity and how to overcome it, they know the valve of diligence. At work and the value of working professionally, and they know that nothing is more important to achieving satisfaction in the field of work

than a brave leader supported by a loyal and strong team (Abu Aziz, 2010: 22).

Conclusions, recommendations and suggestions 5-

5.1 Conclusions
In light of the research results, the researcher has reached the following conclusions:

1. It is possible to control administrative crises before they occur in the case of putting alternative plans.

2. The leadership has a great role in containing and controlling crises and taking the necessary measures to solve them.

3. The application of the appropriate method within secondary schools gives great freedom for teachers to innovate and create educational and scientific creativity and to choose educational and scientific solutions to confront educational problems and obstacles.

Recommendations: 5.2
In light of the results of the current research has reached and its conclusions, the researcher recommends the following:

1. The necessity of the education directorates' interest in identifying and studying administrative crises within secondary schools, developing appropriate solutions and developing the performance of school putting to confront and overcome these crises.

2. Holding training courses that include training programs on contemporary administrative techniques so that managers are trained to use these techniques and deal with them efficiently and effectively in order to face administrative crises

3. Working on preparing a booklet (guided) that includes the culture of dealing with administrative crises, and the promotion of democratic methods, to provide a suitable environment full of vitality and activity.

4. The necessity of providing modern classrooms with effective communication devices in order to use them in unusual, times like electric learning.

: Suggestions 5.3
1. Administrative excellence and its relationship to administrative crises among the principals of intermediate schools in the education of Babylon from the point of view of the teaching staff.

2. Decision-making according to Simon's theory and its relationship to administrative crises among preparatory school principals from the point of view of their assistants.

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