

The Administrative Difficulties Facing the Employees Working in Al Muwaqqar Directorate of Education, as Determined by the Employees Themselves

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Abstract

This study aims at identify the difficulties facing the administrative difficulties facing the employees working in Al Muwaqqar Directorate of Education, as determined by the employees themselves. The available results included (67) male and female employees, and the results indicated a decrease in the administrative difficulties facing the employees working in Al Muwaqqar Directorate of Education, as determined by the employees themselves, in the field of difficulties related to the work environment. The results were average in the field of difficulties related to working hours, personal difficulties, and administrative difficulties. The results also showed that there were no statistically significant differences in the administrative difficulties faced by employees working in the Directorate of Education, as determined by the employees themselves, due to the variables of For variables of gender, specialization, educational qualification and years of experience.

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INTRODUCTION

Institutions of all kinds face many challenges to reach excellence, and in order for these institutions to withstand these challenges strongly, they must leave the traditional methods that they were accustomed to before, and constantly renew their working methods in order to achieve the satisfaction of their employees, and raise the level of performance to reach To high levels of quality, and to develop its competitiveness to reach a state of excellence and exclusivity that guarantees excellence in its various elements with all its elements from leadership, human resources, operations, knowledge and financial excellence. This may distinguish it from other work institutions, and then maintain its position in the work environment (Maghawri, 2016).

Difficulties are often considered a negative thing and a questionable issue. Despite this traditional view of difficulty, it also has its positive aspects. It can be considered as a positive thing in the event that it represents an opportunity for creativity, enlightenment and improvement, and the modification of bad conditions to better ones. To view the difficulty as an opportunity to address the deficit and replace the position of sufficiency and ability to work, and accordingly it can be said that the problem is a question or sacrifice around which there is doubt or uneasiness that is intended to be liberated from.

What bother the workers is not their problems, but the perception of others about them and the difficulty of balancing between the adaptive action to prepare the effects resulting from it and the corrective action intended to solve those difficulties. From this non-integrated reality, the difficulty of coexisting with difficulties arises due to the failure in communication, which is called the epidemic of contemporary management, and a gap appears between what should He did it to solve the difficulties and what is between the actual reality of the work, and this phenomenon appears clear and clear in the field of administrative work currently due to the lack of a strategic vision for the future or the vision in dealing with what exists or will be and not to what has passed from events and adherence to routine solutions with new difficulties that require successful solutions characterized creativity and creative thinking in solving difficulties.

It is necessary to reduce the margin of error and negligence or inattention to prevent its exacerbation and reduce its rate and to create a fertile imagination supported by continuous awareness, culture and technology through prior monitoring, investigation and search for information and facts that point towards the problem before it occurs (Al Jubouri, 2007).

The literature indicates to me that there is no room for overcoming or evading problems, so it is better to deal with them as existing or inevitable, then coexist with them in order to reduce them or mitigate their severity. If its objectives and logical methods have taken a positive state that indicates the presence of sense, thinking, competition, seriousness and differing ambitions, then it is evidence that things are taking place in the right track, unlike if you do not find disagreement or conflict, then it is a negative state and a strong indicator of restraint and death of energies and the destruction of wills and ambitions (Al-Saffar, 2002) .

Therefore, the focus of this research revolves around the administrative difficulties faced by the employees

working in Al Muwaqqar Directorate of Education, as determined by the employees themselves. Hence, this research came to identify the most important administrative difficulties facing the employees working in Al Muwaqqar Directorate of Education.

STUDY PROBLEM AND QUESTIONS:

There is no doubt that we live today in a changing era, but rather rapidly changing, dominated by an explosion of knowledge and technology, and community growth, and this is also accompanied by social mobility and economic change in multiple directions and fields, and openness and global and international cooperation prevail.

There are administrative problems and obstacles that the employee suffers from at different levels and types, and the attempt to reduce or define them, and the necessity of improving work and overcoming the difficulties experienced by any employee. Through the researcher's work as an employee in the Directorate of Education of Al Muwaqqar, he noticed that there are a number of difficulties facing the employees and the impact of these difficulties on their job performance. By answering the following questions:

THE FIRST QUESTION: What are the administrative difficulties faced by the employees working in Al Muwaqqar Directorate of Education, as determined by the employees themselves?

THE SECOND QUESTION: Are there statistically significant differences at the significance level ($\alpha = 0.05$) in the degree of administrative difficulties faced by the employees working in Al Muwaqqar Directorate of Education, as determined by the employees themselves, due to the gender variable: (male, female), and the specialization variable: (scientific, humanitarian), and the variable of experience: (less than 5 years, from 6-10 years, more than (11)

THE IMPORTANCE OF STUDY:

1. Enriching the libraries with an important and vital topic about the administrative difficulties facing the employees working in Al Muwaqqar Directorate of Education, as determined by the employees themselves.
2. Introducing the department officials in Al-Muwaqqar Directorate to the set of administrative difficulties facing the employees working in the Directorate of Education as determined by the employees themselves.

RESEARCH AIMS:

1. Identifying the administrative difficulties facing the employees working in Al Muwaqqar Directorate of Education, as determined by the employees themselves, which are attributed to the variable of gender, the variable of specialization, and the variable of experience.
2. The study may benefit the various educational institutions by identifying the administrative difficulties facing the working staff and working to develop appropriate solutions to them.

TERMINOLOGY OF STUDY:

ADMINISTRATIVE DIFFICULTIES: defined by Al-Shammari (2005) "they are the difficulties that the employee encounters with regard to planning, organizing and follow-up work and preventing the employee from achieving the optimal use of human resources (and primary resources within the institution).

The researcher defines them procedurally: the obstacles and obstacles facing the employees in their daily administrative work and which prevent the achievement of the general goals, which calls for finding solutions to them and addressing them.

THE LIMITS OF THE STUDY:

- **THE OBJECTIVE LIMIT:** This study identifies the administrative difficulties that face the employees working in Al Muwaqqar Directorate of Education, as determined by the employees themselves.

- **TEMPORAL LIMIT:** The study was conducted on the employees of Al Muwaqqar Directorate of Education for the year (2021/2022)

- **SPATIAL LIMIT:** The field steps of this study were applied in Al Muwaqqar Directorate of Education .

- **HUMAN LIMIT:** The study was limited to the category of employees in Al Muwaqqar Directorate of Education.

THEORETICAL LITERATURE AND PREVIOUS STUDIES:

The rapid human developments - financial and human - that occurred in the last century, especially in the field of government work, led to the emergence of personal needs and desires, which led to the emergence of countless problems if there was no evaluation, study and successful solutions to them.

The concept of the problem: The problem is often considered a negative matter and it is a questionable issue. Despite this traditional view of the problem, it also has its positive aspects. It can be considered as a positive thing in the event that it represents an opportunity for creativity, enlightenment and improvement, and the modification

of bad conditions to better ones, as well. On the other hand, the problem can be seen as an opportunity to address the deficit and replace the position of sufficiency and ability to work. Therefore, it can be said that the problem is a question or sacrifice around which there is doubt or uneasiness that is intended to be liberated from, and it is a question for discussion in order to reach solutions (Al-Jubouri, 2007).

The problem does not focus on its results, but rather solving the problem itself and its real causes, and its impact and influence on other problems. Before the task, they are points of dissatisfaction with the performance and current activities. According to his perspective, they represent a gap between the desired performance and the current activities. It is known that the problems need special attention, but they must be distinguished from solutions and tests (Obaidat, 2008)

What bothers the workers is not their problems, but the perception of others about them and the difficulty of balancing between the adaptive action to create the effects resulting from it and the corrective action intended to solve those problems. From this non-integrated reality, the difficulty of coexisting with problems arises due to the failure of communication that is called the epidemic of contemporary management, and a gap appears between what should be done to solve problems and between the actual reality of work, and this phenomenon appears clear and clear in the field of administrative work currently due to the lack of a strategic vision for the future or a vision in dealing with what exists or will be and not to the past events and adherence to routine solutions with emerging problems that require successful solutions characterized by creativity and thinking creative problem solving (Chen, 2009.)

It is necessary to reduce the margin of error and neglect or lack of attention to prevent its exacerbation and reduce its proportion and to create a fertile imagination supported by continuous awareness, culture and technology through prior monitoring, investigation and search for information and facts that point towards the problem before it occurs (Al Jubouri, 2007).

The literature indicates to me that there is no room for overcoming or evading problems, so it is better to deal with them as existing or inevitable, then coexist with them in order to reduce them or mitigate their severity. If its objectives and logical methods have taken a positive state that indicates the presence of sense, thinking, competition, seriousness and differing ambitions, then it is evidence that things are taking place in the right track, unlike if you do not find disagreement or conflict, then it is a negative state and a strong indicator of restraint and death of energies and the destruction of wills and ambitions (Al-Saffar, 2016).

ADMINISTRATIVE PROBLEMS:

(Shams El-Din, 2005) sees any problem related to the functions of the administration, which is manifested in the failure of the administrative system or its failure to carry out its functions and achieve its goals, or that the state of the administrative system does not correspond to the desired state at the present time or in the future, or when there is any need to change Objectives of the activities of the system.

While (Durra and others, 1994) see that the administrative problems increase as the responsibilities increase in the lower administrative levels, they are few compared to the administrative problems in the middle levels of the organization are relatively less” than the administrative problems at the higher levels in the administrative organization, all of which need an appropriate solution.

TYPES OF ADMINISTRATIVE PROBLEMS:

Administrative problems are types that can be classified according to a number of indicators, the most important of which are listed below:

FIRST - ACCORDING TO THE COMPREHENSIVENESS OF THE PROBLEM:

A- Partial: It is that problem that is related to one of the partial systems that make up the system or one of the aspects of its operation.

b- College: This is the problem that relates to the overall functioning of the system.

SECOND - ACCORDING TO THE EASE AND DIFFICULTY OF THE PROBLEM:

A- Simple (easy): It is that problem arising from direct causes of its occurrence

b- Complicated (difficult): It is that problem arising from many direct and indirect overlapping causes of its occurrence.

THIRD - ACCORDING TO THE TENSION OF THE PROBLEM:

A- Repetitive: It is that problem that recurs regularly or irregularly.

B - Emergency: It is that problem that occurs in an emergency and rare.

FOURTH - IN TERMS OF PREDICTING THE OCCURRENCE OF THE PROBLEM:

A- Expected: This is the problem that is expected to occur with prior knowledge.

B - Unexpected: This is a problem that is not expected to occur and its occurrence cannot be predicted.

FIFTH: IN TERMS OF THE IMPACT OF SOLVING THE PROBLEM ON THE SYSTEM:

Vitality: It is that problem whose effects are directed to the overall activity of the system, and the failure to solve it leads to the system's failure to perform its basic functions or its collapse.

B- Non-vital: It is that problem whose occurrence does not lead to the failure of the system from performing its basic functions or its collapse, but rather to a slight decrease in some performance indicators at the level of the system for each or at the level of some of its partial systems (Obeidat, 2004).

SIXTH: ACCORDING TO THE IMPORTANCE OF THE PROBLEM:

A- Main: It is that parent problem, the solution of which leads to the solution of the various secondary problems arising from it.

b- Secondary: It is that problem whose solution does not lead to the solution of the parent problem.

REASONS FOR ADMINISTRATIVE PROBLEMS:

In general, the occurrence of the problem is due to many reasons that stem from the characteristics of the problem on the one hand, the performance of the administrative system and the effects of the environment, the most important of which are listed below:

LIMITED AVAILABLE RESOURCES: The solution to any problem needs to employ human or financial resources in certain quantities and modalities. All types of resources are subject to the law of scarcity, which stipulates their relative limitedness in relation to the required and unlimited levels of saturation. A problem appears in decision-making in which the decision-maker faces difficulty in reconciling The resources that are summarized in how the resources are distributed to the different uses to solve the problem and achieve the maximum possible benefit from its employment (Monther, 2020).

SYNTHETIC: The problem is often the result of the interaction of many overlapping or balanced factors, simultaneous or successive, that are difficult to disassemble and limit, which leads to neglecting some of them sometimes or dealing with them at the same time at other times. The problem can be the result of several secondary-causal problems whose solution requires a distinction between them and the main problem and between each problem and its causes and symptoms.

RELATIVE AMBIGUITY: the majority of the variables of the problem represented in their causal factors are characterized by random and dynamic as a result of objective and subjective conditions.

RELATIVE LIMITATION OF KNOWLEDGE: Human knowledge is limited knowledge in view of the developments and requirements of administrative work, especially problem analysis and decision-making. This limitation is mainly manifested in:

1. The scarcity of information in terms of quantity and quality.
2. Confusion and uncertainty as a result of the statistical - probabilistic and dynamic nature of the behavior of administrative phenomena, especially the variables of administrative problems and the limitations and objectives of the administrative decision.
3. A group of subjective factors related to the extent of knowledge, experience and skill of the decision maker.

One of the administrative problems is the stimulus process that is more dangerous than others in most business organizations, and it occurs due to the following factors:

1. Lack of clarity about the objectives of the incentive system for both the administration and the beneficiaries.
2. Absence of scientific and field studies related to the motives and trends of the workers.
3. Not specifying the exact performance rates in order to award incentives based on them.
4. The inaccuracy of the performance evaluation processes and the subjection of the evaluation process to personal factors in most cases.
5. The lack of skill of managers in applying incentives and the bias of some of them (Al-Salem and Harhoush, 2000).
6. Lack of follow-up and oversight of the incentives application system in terms of their effectiveness and the impact they have on individuals.
7. Absence of statistics indicating the domains that need to be modified in the organizations' motivation system.

ADMINISTRATIVE DIFFICULTIES, WHICH ARE:

1. Lack of financial averages necessary to maintain the colleges and their facilities.
2. Social pressures from members of the local community.
3. Lack of clarity about the policies and goals to be achieved, and in this case we find the employee floundering in a currency, and he hardly settles on a certain destination until he turns from it to another destination, which confuses his workers, and leads to wasting a lot of time, effort and money without any benefit to the difficulty of planning, organizing, controlling and evaluating performance.
4. The tendency of some administrators to focus authorities and aversion to administrative delegation processes, which can greatly help in facilitating the work flow, and also help to reduce the routine burdens on the manager so that he devote himself to exercising his planning, coordination and control functions at all levels (Al-Jarid, 2007).
5. To monopolize the decision-making process and the assistants do not participate in such vital activities, which leads to the failure to benefit from their opinions and experiences in this field, and such a procedure usually leads

to subordinates' grumbling, distress, and lack of enthusiasm for implementing decisions that were not consulted when taken.

6. The tendency to a lot of complex routine procedures that may preserve the official organizational and administrative form of the scientific department, but for this it sacrifices the content and forgets the main goal of the administrative effort that aims to serve people and satisfy their desires and facilitate them as much as possible without excessive or negligence (Atiwi, 2000).

METHODS OF DEALING WITH ADMINISTRATIVE DIFFICULTIES:

Solving difficulties is a skill that is required every day in organizations, and in difficult times we know that we will face unexpected difficulties, and thus we need a ready-made approach to dealing with problems efficiently and quickly, showing the mechanism of problem analysis, the stages of decision-making and the problems arising from various decisions. The main challenge is to deal with any problem (whether it represents a performance deficit or an opportunity to improve it) in an effective method to solve it, and this includes any process of identifying the gap or deviation between the investigator and the planner and then choosing the action that overcomes the deficit or shortcoming or takes advantage of the opportunity for improvement and here We find reference to the following two points:

1. Both types of problem situations express a state of imbalance or imbalance, and therefore the solution is to bridge the gap between the two levels or restore balance.
2. With the exception of limited exceptions, restoring balance is by raising the achieved level to the planned level, and not by reducing the planned level to the achieved level. to the worst.

General steps that can be used to solve difficulties in an effective and organized manner, and these steps are:

1. Feeling the problem, defining it and formulating it. There are several classifications, including:
 - A. problems related to a person's lack of information or skills that make people not know what to do.
 2. Lack of incentives and motives.
 3. Difficulties in the educational environment resulting from the circumstances surrounding the work that prevent the work.
 4. Finding and analyzing possible alternatives to solve the problem, as some problems need more than one solution that requires studying and analyzing them, benefiting from studies and choosing appropriate solutions (Atiwi, 2000).

These are the most difficult conditions that department heads face. Uncertainty forces the department head to rely largely on innovation and innovation in solving problems, due to the fact that unconventional problems need unconventional solutions.

PREVIOUS STUDIES:

This part deals with a brief presentation of the previous studies that the researcher reviewed.

Al-Samrani (2002) conducted a study that aimed to identify the administrative and technical obstacles to Iraqi universities and the differences between them in their relationship with the Ministry of Higher Education and Scientific Research. Farkronbach, Pearson, weighted average and analysis of variance The research sample was (309) individuals from university presidents, deans of colleges and their assistants and heads of departments in universities) in Iraq (Baghdad, Al-Mustansiriya and Technology). The study reached the following results: Administrative obstacles and the values of the weighted circles were large and very large (degree of degree), the technical obstacles were the values of the weighted circles were large and very large, the differences between the universities indicated the results were the absence of statistically significant differences between the three universities, and this is due to the central system Followed by universities and the legislative unit.

Lias (2011) conducted a study that aimed to identify the administrative problems facing the work of graduate studies in the faculties of the University of Baghdad and ways to address them. Main domains included (74) paragraphs. As for the statistical methods that were used, they were (percentage, alpha-Cronbach equation, Pearson correlation equation, (Spearmat-Brown equation, percentage weight publication equation and hypothetical average). The research sample consisted of (21) associates (103) in postgraduate studies who were chosen. In a simple random way, the most important results reached by the researcher: that the administrative problems within the fields of the questionnaire in general were of a high degree, that is, there were clear problems in the work of the graduate studies department. He explains that the administrative work suffers from major problems caused by a lack of understanding of the administrative work and the application of laws, regulations and instructions. It appeared in the last rank, and this result shows that the department of communication between the people and the departments of the college and university faces fewer administrative problems than in other fields.

Seedrof (1992) conducted a study that aimed to identify the administrative problems faced by the heads of academic departments in universities and try to describe the most common ways to deal with them. The research sample consisted of (808) heads of the department were chosen by random method and designed a questionnaire

for it to reveal those administrative problems for the purposes of the research and it was a tool for it. As for the most important results that were reached by (T-Test) and the method of the study, it is to confront the bureaucracy in universities. Minimize the negative effects of department heads on research productivity. Department heads use various responses (rational treatment) to adapt to challenges.

Jamlag and Barkey (1999) conducted a study that aimed to analyze the problems after discovering and identifying them that face the new heads of scientific departments in ten private and governmental universities and colleges in eight American states. He used a tool to identify problems approved for the research objectives and in a way of direct observation and self-evaluation and others. The descriptive analytical approach was followed in this research. The following statistical methods were used (relative weight, arithmetic averages, analysis of variance, nonparametric statistics in some procedures, and the study reached many results, including: The most important results in this study are that the new department heads face several difficulties, from severe to moderate, in moving to their new roles. From centralization to decentralization, from stability to mobility, from client to agents, two studies were presented and analyzed to explain the six variables of the problem from the role he referred to and finally conclude that new department heads should be provided with support, training and administrative workshops, that department heads should be encouraged to implement the following balanced strategies Restructuring the problem, removing unnecessary administrations

METHOD AND PROCEDURES:

This part included a description of the research method used, the study community and its sample, the study tool, its validity and reliability, the statistical treatment and the study application procedures.

RESEARCH METHOD USED:

The descriptive approach was used in this study, and the questionnaire was used as averages of collecting data from the study sample members.

STUDY COMMUNITY:

The study community consisted of (90) administrative staff in Al-Muwaqqar for the academic year 2021/2022.

THE STUDY SAMPLE:

A random sample was obtained from the study community (67) of the administrative staff in AlMuwaqqar District, with the number of (39) male and (28) female employees.

TABLE NO. (1): DISTRIBUTION OF THE STUDY SAMPLE ACCORDING TO ITS INDEPENDENT VARIABLES.

Variables	variable levels	Frequency
Gender	Male	39
	Female	28
Specialization	Scientific	13
	humanity	54
Years of service	Less than 5years	10
	6-10 years	12
	More than 11 years	45
Qualification	BA	46
	High studies	21
	total	67

STUDY TOOL:

The researcher developed the current study tool, represented by a questionnaire, after reviewing the educational literature and related studies in the study, and it consisted of four domains.

TABLE NO. (2)

Domain	Survey field	Number of paragraphs
1	Difficulties related to the work environment	9
2	Difficulties related to working hours	6
3	Difficulties related to incentives	8
4	personal difficulties	6
Total paragraphs of the questionnaire		29

VALIDITY OF THE TOOL: The study tool in its initial form consisted of (35) paragraphs, which were presented to a number of arbitrators from among those with specialized expertise, and structural and linguistic modifications were made based on the arbitrators' observations, so that the tool became in its final form of (29) paragraphs.

The stability of the tool: The stability of the tool was verified by calculating the Pearson coefficient between the fields of the resolution and the values of the Cronbach alpha coefficient for the fields of the tool as shown in Table (3).

TABLE NO. (3)

Number	Domain	Stability coefficient
1	Difficulties related to the work environment	0.83
2	Difficulties related to working hours	0.89
3	Difficulties related to incentives	0.78
4	personal difficulties	0.80

STUDY VARIABLES:

The study included the following variables:

INDEPENDENT VARIABLES: the administrative difficulties facing the employees working in Al Muwaqqar Directorate of Education, as determined by the employees themselves.

MEDIAN INDEPENDENT VARIABLES: The study included the following median variables.

A- Gender: (male, female)

B - Specialization: It has two levels (humanitarian and scientific).

C- Academic qualification: It has two levels (Bachelor's, Postgraduate).

Dependent variables: The study included one dependent variable, which is: The degree of administrative difficulties faced by employees working in Al Muwaqqar Directorate of Education, as determined by the employees themselves.

STATISTICAL PROCESSING:

1. Pearson correlation factor; To calculate the validity of the internal consistency of the questionnaire.

2. Cronbach's alpha equation; To calculate the stability of the resolution.

3. Frequencies and percentages to describe the study sample according to the variables: (educational qualification, training courses.)

4. Descriptive statistics represented by the arithmetic average and standard deviation; To identify the administrative difficulties faced by the employees working in Al Muwaqqar Directorate of Education, as determined by the employees themselves.

5. The terms were arranged according to the highest arithmetic average and the lowest standard deviation.

The following is a presentation of the results of the current study by answering its questions, as follows:

First: the results related to the first question, which states: The following is a presentation of the results of the current study, by answering its questions, as follows:

First: the results related to the first question, which states: What are the administrative difficulties that face the employees working in Directorate of Education, as determined by the employees themselves?

The first domain: difficulties related to the work environment

To answer this question, the arithmetic averages and standard deviations were calculated and the rank was determined.

TABLE (4)

Paragraph No	Paragraphs	arithmetic average	standard deviation	Rank	Score
5	The Directorate seeks to provide all means to facilitate my transportation to perform my duties as required.	2.88	.70	1	Medium
4	Having the right training makes me more able to do my job well	2.86	.87	2	Medium
1	The Directorate provides me with all the tools and devices to perform my duties as required	2.84	.89	3	Medium
2	The Directorate provides the financial conditions to perform my duties without being exposed to work accidents	2.30	.90	4	Weak
7	The spirit of participation prevails among employees in a way that contributes to achieving management goals	2.27	.92	5	Weak
8	Get the personal attention of my immediate supervisor as much as he does getting the work done	2.21	.93	6	Weak
9	I am under pressure from outside because of my directorate	2.16	.95	7	weak
6	I deal rationally with situations and pressures towards customers	2.13	.96	8	Weak
3	My salary is commensurate with the tasks assigned to me	2.9	.96	9	Weak
	Domain as a whole	1.42	.93	-	Weak

Table (4) shows that the paragraphs of difficulties related to the work environment as a whole, their averages were weak with an arithmetic average (1.42), and the paragraph (the directorate seeks to provide all means to facilitate my movement to perform my tasks in the required manner) came in the first place due to the importance of the appropriate environment for work in Once all functional facilities, including equipment and means, are provided, they contribute to the performance of the tasks required of the employee with high efficiency. The paragraph (the wage I receive is commensurate with the tasks assigned to me) came in the last rank, and the researcher attributes this to the fact that the wage and salary are not commensurate with the effort expended to perform those tasks, and perhaps this is due in general to the salary scale of the employees.

THE SECOND DOMAIN: difficulties related to working hours

To answer this question, the arithmetic averages and standard deviations were calculated and the rank was determined.

TABLE NO. (5)

Paragraph No	Paragraphs	arithmetic average	standard deviation	Rank	Score
12	Change in the number of daily working hours as a result of shifting from field work at the work site to office work	2.90	.67	1	Medium
14	Requiring employees to work on a formal time restricted to fixed and fixed weekly hours, days and days off.	2.86	.61	3	Medium
15	Dealing with meetings via remote communication applications as just regular meetings and not counted within the number of official working hours	2.85	.59	4	Medium
13	Increasing the percentage of working hours on weekends, official holidays and holidays	2.84	.56	5	Medium
10	Increasing the percentage of overtime working hours during working days	2.83	.55	6	Medium
11	Regular daily work hours despite the change in the work environment and the lack of presence inside the workplace	2.79	.49	-	medium
	Domain as a whole	2.69	.61	-	Medium

Table (5) shows that the paragraphs of difficulties related to working hours as a whole averaged a moderate

degree with an arithmetic average (2.69), and the paragraph (change in the number of daily working hours as a result of the shift from field work at the work site to office work) came in the first place, because most of the employees A field work may take the whole day and may not be enough to complete the required tasks, instead of the amount of effort and fatigue that the employee is exposed to from riding in a bus that is not equipped with air conditioning and others, sunlight and other factors that burden the employee. The paragraph (regular daily work times despite the change in the work environment and lack of presence within the workplace) came last time, and the researcher attributes this to the fact that the employee may return to his office work despite the completion of his field work, and this in itself constitutes a burden on the employee And the increase in costs of transportation and others due to the lack of movement to transport employees at times.

THE THIRD DOMAIN: administrative difficulties

To answer this question, the arithmetic averages and standard deviations were calculated and the rank was determined.

TABLE NO. (6)

Paragraph No	Paragraphs	arithmetic average	standard deviation	Rank	Score
16	Lack of financial and moral incentives	2.83	.60	1	Medium
20	Lack of qualified administrative leaders to manage the work	2.81	.62	2	Medium
18	Insisting on standardized working methods	2.79	.64	3	Medium
19	Lack of confidence in others and their abilities	2.74	.67	4	medium
17	Lack of understanding of the work system	2.71	.69	5	Medium
	Domain as a whole	2.66	.71	-	Medium

Table (6) shows that the paragraphs of administrative difficulties as a whole averaged at a medium degree with an arithmetic average (2.66), and the paragraph (the absence of material and moral incentives) came in the first place, because most employees do not receive material incentives of value for the additional work that they do. They are sometimes excluded for reasons they are not aware of, so that the material incentives of honoring and encouraging do not include most employees, but are limited to a certain group without others moral. The paragraph (deficiency in understanding the work system) came last time, and the researcher attributes this to the fact that there are shifts between departments that occur suddenly, which leads to the transfer of employees to departments without the slightest knowledge of the new work that they were transferred to, which leads to a lack of understanding of the system Work for a number of employees and what are the work requirements, and may not even be aware of the job description at times, and this requires the direct superiors to hold awareness sessions in all aspects of the work system.

FOURTH DOMAIN: Personal Difficulties

To answer this question, the arithmetic averages and standard deviations were calculated and the rank was determined.

TABLE NO. (7)

Paragraph No	Paragraphs	arithmetic average	standard deviation	Rank	Score
25	Decreased sense of the individual's importance of the work he is doing	2.89	.71	1	Medium
23	Think randomly when solving a problem	2.85	.73	2	Medium
24	Inability to take risks	2.81	.75	3	Medium
22	Avoid the challenge and face the problems	2.78	.79	4	medium
26	Lack of knowledge in the field of work.	2.75	.80	5	Medium
21	Fear of renewal and innovation	2.73	.82	6	Medium
	Domain as a whole	2.69	.76	-	Medium

Table (7) shows that the personal difficulties items as a whole were averaged in a medium degree with an arithmetic average (2.69), and the item (the individual's low sense of the importance of the work he is doing) came first, because a large number of employees do not have the ability to take responsibility for the work that he is doing. They do it and the researcher attributes this to the lack of a deterrent accounting system in the event of a violation in the official work, and the kinship relationship plays a major role in the feeling of some employees of the insignificance of what they are doing to ensure a peaceful solution with their boss. This paragraph came (Fear of renewal and innovation) in the last time, and the researcher attributes this to most of the employees who have refused to develop and advance in the field of his work because he is not convinced in the case of renewal and innovation that there is a benefit to him and that they are limited to the material benefit that most employees seek, and the presence of training courses after The official working hours are a refusal factor for most employees.

SECOND: Are there statistically significant differences at the significance level ($\alpha = 0.05$) in the degree of

administrative difficulties faced by the employees working in the Directorate of Education for the Honorable Brigade, as determined by the employees themselves, due to the gender variable: (male, female), and the specialization variable: (scientific, humanitarian)), and the educational qualification variable (Bachelor's, postgraduate studies).

To answer this question, arithmetic means and standard deviations were calculated, and a binary variance analysis was conducted for the differences between the estimates in the degree of administrative difficulties faced by the employees working in the Directorate of Education for the Honorable Brigade, as determined by the employees themselves, due to the gender variable: (male, female), and the specialization variable: (Scientific, Humanitarian), and the educational qualification variable (Bachelor's degree, postgraduate studies).

THE RESULTS WERE AS FOLLOWS:

FIRST: THE GENDER VARIABLE.

Arithmetic averages and standard deviations were calculated, and the "T" test was extracted for independent samples of the answers of the study sample to estimate the degree of administrative difficulties faced by employees working in the Directorate of Education for the Honorable Brigade as determined by the employees themselves, according to the gender variable, and table (8) illustrates this.

Gender	Number	Arithmetic average	standard deviation	"T" value	Indication level
Male	39	1.92	.60	.071	.157
Female	28	1.97	.54		

The results in Table (8) indicate that there are no statistically significant differences at the significance level ($\alpha = 0.05$) for the degree of administrative difficulties facing the employees working in the Directorate of Education for the Honorable Brigade, as determined by the employees themselves according to the gender variable, and the researcher may attribute the reason to the absence of significant differences. Statistical significance is that the tasks and requirements required of both sexes are the same, which results in similar administrative difficulties that both genders face at work, as both sexes are seen as administrative employees who are required to perform tasks without regard to the gender factor.

B) ACCORDING TO THE VARIABLE OF SPECIALIZATION:

The arithmetic averages and standard deviations of estimates were calculated in the degree of administrative difficulties facing the employees working in the Directorate of Education for the Honorable Brigade, as determined by the employees themselves according to the variable of specialization, and table (9) shows that:

TABLE NO. (9)

Specialization	Number	Arithmetic average	Standard deviation
Scientific	13	2.48	.58
Humanity	54	2.76	.34

The results in Table (9) indicate that there are apparent differences between the standard arithmetic averages of estimates in the degree of administrative difficulties facing the employees working in Al Muwaqqar Directorate of Education. According to the variable of specialization, as the owners of the category (humanitarian) got the highest arithmetic mean of (2.76) and to determine whether the differences between the averages are statistically significant at the level ($\alpha = 0.05$) a one-way analysis of variance was applied and the results of the analysis of variance came as shown in the table (10).

TABLE NO. (10)

The results of the arithmetic mono analysis of variance test for estimates of the degree of administrative difficulties faced by employees working in Al Muwaqqar Directorate of Education according to the specialization variable.

Contrast source	Sum of squares	Average squares	The calculated 'F' value	Indication level
Between groups	2.079	.693	2.168	.096
Inside groups	30.281	.315		
Total	32.360	-	2.861	.078

The results in Table (10) showed that there were no statistically significant differences at the level ($\alpha = 0.05$) of estimates in the degree of administrative difficulties facing employees working in Al Muwaqqar Directorate of Education according to the variable of specialization, and the researcher attributes this to the tasks that are required of the employee in the same The department in general is the same and does not look at the specialization factor, whether scientific or literary in terms of determining what is required of the employee, because the employees are distributed before they are appointed in any of the departments of the directorate according to the specialization in the bachelor's stage mainly.

C) ACCORDING TO THE EDUCATIONAL QUALIFICATION VARIABLE:

Arithmetic averages and standard deviations were calculated for estimates of the degree of administrative difficulties facing employees working in Al Muwaqqar Directorate of Education, as determined by the employees themselves according to the educational qualification variable, and Table (11) illustrates this:

TABLE NO. (11)

Qualification	Number	Arithmetic average	Standard deviation
High studies	21	1.32	.75
BA	46	2.61	.23

The results in Table (11) indicate that there are apparent differences between the arithmetic averages in the degree of administrative difficulties facing the employees working in Al Muwaqqar Directorate of Education, as determined by the employees themselves, according to the variable years of experience. . In order to determine whether the differences between the averages were statistically significant at the level ($\alpha = 0.05$), mono analysis of variance was applied, and the results of the analysis of variance came as shown in Table (12).

TABLE NO. (12) Results of the ANOVA test for estimates of the degree of administrative difficulties facing employees working in Al Muwaqqar Directorate of Education as determined by the employees themselves according to the educational qualification variable

Domain	Contrast source	Sum of squares	Average squares	The calculated 'F' value	Indication level
Difficulties related to the work environment	Between groups	.109	0.54	.158	.25
	Inside groups	107.888	.345		
	Total	107.997			
Difficulties related to working hours	Between groups	.937	.469	1.352	.36
	Inside groups	108.483	.347		
	Total	109.420			
Administrative difficulties	Between groups	.521	.261	1.008	.31
	Inside groups	80.981	.259		
	Total	81.502			
personal difficulties	Between groups	.297	.149	.762	3.4
	Inside groups	61.053	.195		
	Total	61.350			
Total	Between groups	.008	.004	.016	.78
	Inside groups	82.678	.264		
	Total	82.686			

The results in Table (12) showed that there were no statistically significant differences at the level ($\alpha = 0.05$) of estimates in the degree of administrative difficulties faced by employees working in Al Muwaqqar Directorate of Education as determined by the employees themselves according to the educational qualification variable.

D) ACCORDING TO THE VARIABLE YEARS OF EXPERIENCE:

The arithmetic averages and standard deviations were calculated for estimates of the degree of administrative difficulties facing the employees working in Al Muwaqqar Directorate of brigade, as determined by the employees themselves according to the years of experience, and table (13) illustrates this:

Domain	Experience	Number	Arithmetic average	Standard deviation
Difficulties related to the work environment	Less than 5 years	10	2.67	.19
	6-10 years	12	2.64	.24
	More than 11 years	45	2.49	.45
Difficulties related to working hours	Less than 5 years	10	2.68	.57
	6-10 years	12	2.71	.53
	More than 11 years	45	2.64	.58
Administrative difficulties	Less than 5 years	10	2.57	.26
	6-10 years	12	2.67	.45
	More than 11 years	45	2.60	.43
personal difficulties	Less than 5 years	10	2.51	.12
	6-10 years	12	2.55	.44
	More than 11 years	45	2.62	.43
Total	Less than 5 years	10	2.43	.46
	6-10 years	12	2.67	.55
	More than 11 years	45	2.87	.47

The results in Table (13) indicate that there are apparent differences between the arithmetic averages in the degree of administrative difficulties facing the employees working in Al Muwaqqar Directorate of Education as

determined by the employees themselves according to the years of experience, as the owners of his category (more than 11 years) obtained an average of (2.87).) In order to determine whether the differences between the averages are statistically significant at the level ($\alpha = 0.05$), a mono analysis of variance was applied, and the results of the analysis of variance came as shown in Table (14)

TABLE. (14) The results of the mono analysis of variance test for estimates of the degree of administrative difficulties facing employees working in Al Muwaqqar Directorate of Education as determined by the employees themselves according to years of experience.

Domain	Contrast source	Sum of squares	Average squares	The calculated 'F' value	Indication level
Difficulties related to the work environment	Between groups	.109	.034	.158	.65
	Inside groups	123.99	.356		
	Total	102.99			
Difficulties related to working hours	Between groups	.936	.464	1.352	.36
	Inside groups	108.432	.334		
	Total	109.432			
Administrative difficulties	Between groups	.522	.287	1.008	.39
	Inside groups	80.983	.245		
	Total	81.512			
personal difficulties	Between groups	.299	.145	.762	.44
	Inside groups	61.032	.176		
	Total	61.354			
Total	Between groups	.004	.013	.016	.78
	Inside groups	82.672	.245		
	Total	82.664			

The results in Table (14) showed that there were no statistically significant differences at the level ($\alpha = 0.05$) of the estimates of the degree of administrative difficulties facing employees working in Al Muwaqqar Directorate of Education as determined by the employees themselves, according to years of experience.

RECOMMENDATIONS:

1. Finding and harnessing all material and moral capabilities for scientific and professional development in a way that achieves work goals.
2. Attempting to identify the problems and the optimal solution to them that stand as an obstacle for employees to benefit from the global scientific movement through optimal communication.
3. Creating a balance between the responsibilities and powers granted by the administrative delegation to the employees of the Directorate.
4. Adopting the appropriate style in dealing with all employees. Simplicity in dealing with differences and tensions between members of the directorate and respect is the basis of work.

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