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**Decision Making in the Development of Administrative Performance
in Higher Education in Sulaymadiyah**

MASTER THESIS

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Abstract

If the essence of the performance of administrative work is ultimately a decision, the decision should be the best option or the best possible alternatives after conducting technical studies of the consequences of each alternative or selection of alternatives available, and considering that the effectiveness of the decision represents the choice of this resolution without the other, this can only be achieved through based on the information system using technologies and systems capable of assisting and supporting the administrative process is complete, so it can be said that final decisions must be done within the system of precision and integrated quality benefit and trust information What improves the quality of the specific efficiency of the resolution specifications.

It is known that the interest in preparing these systems for strategic decision makers, planning or executive to follow up and control according to the administrative levels and based on the quantity and type of information required and appropriate to ensure the elimination of the phenomenon of uncertainty and reduction risk is calculated, and this undoubtedly helps to achieve the achievement of objectives and the provision of resources and rationalize them to achieve the greatest benefit at the lowest cost.

That a decision of great importance to the Director for the exercise of his functions that this importance with the lack of business projects makes a permanent complaint from managers of the paucity of information and the time of need, and often inaccurate or inappropriate for specific purposes.

Therefore, the Department must determine their needs and purposes of information required for them can even prepare a decision the way you achieve the most out of them, and this requires continuous cooperation between management and specialist information including assisted in identifying methods and ways that meet the purpose of the highest possible efficiency.

ÖZET

Eğer yönetimsel çalışmanın performansının temelli son karar ise bu karar en iyi seçenek veya mevcut seçeneklerin en iyilerinden birisi olmalıdır. Her bir seçeneğin sonuçlarının tekniksel çalışmaları yapılmalı ve kararın, çözümü temsil edip etmediği göz önünde bulundurulmalıdır. Bu, yönetimsel süreci destekleyen ve yardımcı olan teknolojileri ve sistemi kullanan bilgi sistemlerine dayalı olarak başarılabilir. Bu yüzden son kararlar kesin ve entegre edilmiş kaliteli bilgi sistemine dayalı olarak yapılmalıdır çünkü güvenilir bilgi, çözümün spesifik etkililiğini geliştiren niteliklidir.

Stratejik karar vericiler, İdari düzeyler ve ihtiyaç duyulan bilgiye göre sistemleri kontrol eden ve yönetenler için hazırlık ve planlama yapmak oldukça

önemlidir. İhtiyaç duyulan bilgiyi elde etmek ve bilgi belirsizliği ile yetersizliğini ortadan kaldırmak amacıyla önlemler alınmaktadır ve bu şüphesiz ki amaçların başarılmasına, kaynakların teminine ve bu kaynakların en düşük maliyetle en iyi yararın elde edileceği teşkilatlanmaya oldukça yardımcı olmaktadır.

Bu fonksiyonları yürüten direktörler için karar oldukça önemlidir ve bu iş projelerinin eksikliği, yönetimde bilgi eksikliği, bilgi yanlışlığı gibi alanlarda sürekli şikayete sebep olmaktadır.

Bu sebeplerden dolayı departmanlar İhtiyaç duyulan bilgileri ve amaçlarını belirleyip fikir birliğine vardıkları bir karar yolu hazırlamalıdır. Ancak bu hazırlık, metotları belirleme ve yüksek etkililiği gerçekleştirmede uzmanlarla yönetim arasında sürekli bir işbirliğini gerektirmektedir.

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Dedication

To Prophet Muhammad the Messenger of Allah peace be upon him to all of us who taught us a letter and our support to those who are dear to ourselves, our father and our mother To our teacher Assist Prof. Tekin Avaner with all our appreciation To the head of our department with our respect and pride to our section with our respect and pride to relatives and friends love and pride give this humble effort to all of you.



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Researcher

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Introduction

This aims of the study

1. Check the availability of the application of administrative decisions in higher education institutions in Sulaymaniyah resources requirements (physical, software, human, organizational)
2. Know the effect of management decisions on the performance of employees in higher education institutions in Sulaymaniyah.
3. Identify the level of administrative decisions in higher education institutions in Sulaymaniyah.

The hypotheses of the study

This study includes two assumptions and all major premise branch including four hypotheses.

The first major premise

Which provides that: (No effect is statistically significant differences between the application of administrative decisions, requirements software, human requirements, and regulatory requirements in higher education institutions in Sulaymaniyah.

The second major premise

Which provides that: (No statistically significant differences in respondents answers on the application of administrative decisions are attributable to factors demographic differences respondent's kits.

Question and Hypothesis

- What criterion exists for consideration in the selection of a decision making strategy and employ performance?
- How does this criterion differ based upon the method or theoretical modeling approach selected?

- What distinguishes between the different criteria and are there any direct correlations that exist between the different types of decision making approaches
- What are the different qualitative aspects of the different criteria?
- How might the identifiable variables affect the selection of the decision-making criteria?
- Modernity – How flexible are the different theoretical models based upon current business practices with the advancement of technology and globalization?
- Obtain required permissions on research and interviews
- Do not cause any harm to subjects
- Remain objective in research
- Keep findings confidential; inform those concerned where findings will be in public domain
- Ensure Ethics Review Committee approves work prior to commencement
- Keep gathered information factual

Find the limits

The limits of the spatial search: Gliding through a sample survey of the opinions of professors and specialists with all institutions of higher education in the province of Sulaymaniyah.

Chapter I

LITERATURE REVIEW

Al-Ahmad study 2002 (administrative decisions and administrative development in the Public sector

The aim of this study was to investigate the availability of administrative decisions and development.

Managing in the Iraqi public sector institutions, the study of the relationship between them and see the effect of the size of the institution.

These relationships were applied to study a random sample of 400 employees from working.

On middle management and supervisory management and those responsible for the administrative development unit level in this.

Institutions were reuse administrative decisions to measure the level of administrative development.

The study found the presence of 75% of the appropriate administrative decisions ambitions and deal.

With novelties, also it found that there were significant relationship between administrative decisions and reorganization and structural, and differences in the relationship between the administrative decisions and structural reorganization and depending on size.

Study Saman 2003 (job performance relationship management decisions effectively, a field study on the passports of the province of Erbil):

This study aims to identify the foundations upon which job performance to be Administrative decisions are effective in the passports of the province of Erbil. It also aims to clarify the role of development.

Career performance in guiding managerial decision-makers to make effective management decisions in the passports of the province of Erbil, the study also aims to identify and find out the main difficulties that may prevent the taking.

Effective pain management decisions in civil institutions and the most important findings of the study are the career development performance passports Erbil region is based on moderately on the foundations that do.

Administrative decisions, also has a role in directing the average decision-makers, it is also facing development functional performance of some of the difficulties that hinder the adoption by the effective management decisions. Number of members of the community has reached the study of 356 individuals researcher has adopted a comprehensive survey method in the selection of the sample was reached. 321 gather to identify any rate, including 90.2%.

The study found that the most important proposals that do career development performance in taking effective device management decisions is a positive trends among workers about work and the development of existing information systems. The study recommended worthwhile building databases and update because it is an important element in effective decision making process to be available in a timely manner when needed during operations.

Career development and performance of this will work to support the leadership's efforts to achieve the objectives of issuing decisions the organization. The study also recommended the development of leadership in the field of career development performance skills, and decision-making through access to training specialized in this field, as the so my share in raising awareness of the importance of career development performance to meet the changes and challenges threaten the efficiency and effectiveness of the organization's performance. Therefore, the study recommended expanding the base of participation in the decision. Decisions, and to study the functional performance of the practice in the various aspects of the problems it contributes to the a high degree of acceptance of workers of the decisions taken, and to identify the obstacles to the performance of the organization. The study also recommended the expansion of the

performance of career development efforts to include all departments of the organization investigation integration in the development effort. Finally, the study recommended giving more attention element human in the organization when a plan to make a career development or performance when issuing administrative decisions where the human element is the basis of the work of organizations.

Sana Kamaran 2003 study (the role of administrative decisions in career development in the performance of public organizations of the Republic of Iraq)

This study aimed to identify the elements of the decision and its approaches, and the most important challenges.

We are facing, and to shed light on the most important assumptions and values for career development and performance models

Career development and performance of the methods used to achieve the most important factors that help in the success of programs Career development performance. The study also focused on the framework of public organizations and highlights the role of administrative decisions at different stages of the process of career development in the performance of public organizations. The researcher conducted a study Field on the company Korek Telecom.

The study concludes with a number of results, including:

- Great interest by the company's management plans and programs for career development performance
- Keenness of the company's management to encourage good ideas and create the right conditions for innovation in the work.
- An interest to some extent by the management of the company Korek Telecom ideas and proposals offered by Working to improve the performance and development work at the company.
- Keenness of Directors on outsourcing advisory department to make development or solve the problems they may encounter on the job.

- Management's desire to develop and grow the company to meet the requirements change.
- Belief in the senior management of the company of the importance of the use of experts and specialists in field's development position.

Mahmud study in 2007 "Development of management systems decisions on the effectiveness of administrative work - A Case Study in effect Governmental organizations in Baghdad." This study aimed at discovering the causes of the low quality of public service intergovernmental organizations. And learn about the negative aspects of administrative work within them, and see how the application of administrative decisions systems , and their effectiveness in the development of administrative work within it, and the study sample consisted of the number of community Darien staff only five of the NGOs in Jeddah totaling 926) employees.

The study found twice as interesting departments governmental organizations to organize administrative decisions, its mission has been marginalized within them, that is, it is not to take advantage of the advanced capabilities that It can provide these systems to methods of administrative work in terms of development and change, and the development of New methods for the development of the service provided. Also found that the bureaucratic nature tend to administrative methods within government organizations which they suffer from duplication and inconsistencies in procedures and administrative systems and affect negatively on the delivery rates in these NGOs.

One of the main recommendations of the study need to find a unified information network covering all organizations government so that contain all of the public services easy way to the beneficiary only be sufficient at the request of others available documents in advance so that reduces the fatigue of beneficiaries of public service, and increase the speed of delivery and achieved easily, and the speed is better, and the need for restructuring measures And the laws needed to accomplish all the public service to shorten unnecessary procedures, and shortcut time, and effort to the employee, and the beneficiary to increase the speed of achievement.

Study of (González & Others, 2000) the achievement of preference in solving problems and making decisions based on decision support systems. This study provides a framework for developing and achieving highlights the objectives of decision support systems rankings Preference using decision support system. The study relied on generator called system. Where the building is ideal solutions using decision support systems and operates through the Internet as well to the use of decision-makers for this system to get the best, especially in the analysis stage performance and formulate problems, this system is to provide the framework to build support systems more complex decisions when you do not the existence of sufficient and specific knowledge about the problem and here is used to improve the functions available in the design and analysis is available. as an example of the various apps.

Leila studies 2004 "Administrative decisions systems and their impact on the performance of employees."

The study aimed to identify the impact of management decisions on the performance of employees in the interest of customs in Iraq, as well as to identify obstacles affecting the use of information systems modern interest. The researcher used the descriptive and analytical approach to the resolution, which was adopted as a tool.

For the study, a random sample basis was 111 and the number of employees working in systems management administrative decisions of the Customs Authority.

Chapter II

Decision Making: Definition, Types, Models and Process

By definition decision making is: The process of selecting a logical choice from among the available options. When trying to make a good decision, a person must weigh the positives and negatives of each option, and consider all the alternatives. For effective decision making, a person must be able to forecast the outcome of each option as well, and based on all these items, determine which option is the best for that particular situation. ¹Human performance in decision making terms has been the subject of active research from several perspectives. From a psychological perspective, it is necessary to examine individual decisions in the context of a set of needs, preferences an individual has and values they seek. From a cognitive perspective, the decision making process must be regarded as a continuous process integrated in the interaction with the environment. From a normative perspective, the analysis of individual decisions is concerned with the logic of decision making and rationality and the invariant choice it leads to.²

The ability to make wise, educated decisions is essential to living a successful and fulfilled life. Individuals, groups or teams make decisions every day. Some decisions are very important and affect a lot of people whereas other decisions are small and affect only one or two people.

A decision-making process based on data leads to good decisions. A major concern in management has been to understand and improve decision making.

There have been two approaches to management decision making.

The first is concerned with development and application of normative decision rules based on formal logic derived from economics or statistics. The second involves descriptive accounts of how people actually go about making judgments, decisions, and choices.

¹ James Reason (1990). *Human Error*. Ashgate. ISBN 1840141042, p.95-97.

² Daniel Kahneman, Amos Tversky (2000). *Choice, Values, Frames*. The Cambridge University Press. ISBN 0521621720, p.81-83.

³Decision making can usually be improved by breaking a problem into parts, working on the parts separately, and then combining them to make a final decision. It has been shown in a variety of works that business decision making environment is a unity of decision makers' experience, beliefs and perceptions on one side, and decision support tools and techniques – on the other side. In making important decisions, any information sources that contain relevant important information are going to be accessed and used. In this paper we are going to show decision making process, models, and types. And explain how we can make strategic decisions in different situations.

2.1. What is decision making?

Decision making refers to making choices among alternative courses of action—which may also include inaction. While it can be argued that management *is* decision making, half of the decisions made by managers within organizations fail.⁴ Therefore, increasing effectiveness in decision making is an important part of maximizing your effectiveness at work. This chapter will help you understand how to make decisions alone or in a group while avoiding common decision-making traps.

Individuals throughout organizations use the information they gather to make a wide range of decisions. These decisions may affect the lives of others and change the course of an organization.⁵

Decision making is the process of identifying problems and opportunities and then resolving them.⁶ Decision making involves effort both before and after the actual choice. Thus, the decision as to whether to select Bill, Tasha, or Jennifer requires the accounting manager to ascertain whether a new junior auditor is needed, determine the availability of potential job candidates, interview candidates to acquire necessary information, select one

³ Isabel Briggs Myers [Myers, I. (1962) *Introduction to Type: A description of the theory and applications of the Myers-Briggs type indicator*, Consulting Psychologists Press, Palo Alto Ca., 1962, p.69-71.

⁴ Ireland, R. D., Miller, C.C. (2004). Decision making and firm success. *Academy of Management Executive*, 18, p.8–12

⁵ Nutt, P. C. (2002). Why decisions fail. San Francisco: Berrett-Koehler; Nutt, P. C. (1999). Surprising but true: Half the decisions in organizations fail. *Academy of Management Executive*, 13, p.75–90

⁶ Ronald A. Howard, "Decision Analysis: Practice and promise, *management science* 34 (1988), p.679- 695.

candidate, and follow up with the socialization of the new employee into the organization to ensure the decisions success.

- Decision making is the process of identifying problems and opportunities, developing alternative solutions, choosing an alternative, and implementing.⁷ Decision making is a process, not a lightning bolt occurrence. In making the decision, a manager is reaching a conclusion based on considering a number of options or alternatives. In management the terms decision making and problem solving are used interchangeably because managers constantly make decisions to solve problems. For example, when an account representative resigns at Verizon, the sales manager has a problem- the difference between the current and desired performance or situation.⁸ Replacing the person requires a - promote from within, hire an experienced person, or recruit an inexperienced college graduate.

Each alternative could solve the problem.

2.2. Types decision making and problems:

A decision is a choice made from available alternatives. For example, an accounting manager's selection among Bill, Tasha, and Jennifer for the position of junior auditor is a decision. Many people assume that making a choice is the major part of decision making, but it is only a part.

Programmed and Non-programmed Decisions:

Management decisions typically fall into one of two categories: programmed and non-programmed.

A. Programmed decisions involve situations that have occurred often enough to enable decision rules to be developed and applied in the future.⁹ Programmed decisions are made in response to recurring organizational problems. The decision to reorder paper and

⁷ Holt, David H. Management: Principles and Practices, 2nd ed. Englewood Cliffs. NJ: Prentice-Hall, 1990, p.100

⁸ Howard, Ronald A. "Decision Analysis: practice and Promise, Management Science 34 (1988), p.679-695.

⁹ Herbert A. Simon, The New Science of Management Decision (Englewood Cliffs, N.J: Prentice-Hall, 1977), p.47.

other office supplies when inventories drop to a certain level is a programmed decision. Other programmed decisions concern the types of skills required to fill certain jobs, the reorder point for manufacturing inventory. Once managers formulate decision rules, subordinates and others can make the decision, freeing managers for other tasks.

B. Non-programmed decisions: are made in response to situations that are unique, are poorly defined and largely unstructured, and have important consequences for the organization.

Many non-programmed decisions involve strategic planning, because uncertainty is great and decisions are complex. Decisions to build a new factory, develop a new product or service, enter a new geographical market, or relocate headquarters to another city are all non-programmed decisions. Starbucks' decision to incorporate the Internet as part of its growth strategy described in the Leading Online box is a good example of the complexity and uncertainty of non-programmed decisions. He delayed building new factories and invested the millions of dollars saved in getting innovative new models of trucks and sport-utility vehicles on the market quickly.¹⁰

2.3. Certainty Risk, Uncertainty, and Ambiguity

One primary difference between programmed and non-programmed decisions relates to the degree of certainty or uncertainty managers deal with in making the decision. In a perfect world, managers would have all the information necessary for making decisions. In reality, however, some things are unknowable, thus, some decisions will fail to solve the problem or attain the desired outcome. Managers try to obtain information about decision alternatives that will reduce decision uncertainty. Every decision situation can be organized on a scale according to the availability of information and the possibility of failure.

The four positions on the scale are certainty, risk, uncertainty, and ambiguity as illustrated. Whereas programmed decisions can be made in situations involving certainty,

¹⁰ Gregory L. White, "Why GM Rewound Its Product Strategy, Delaying New Cavalier, The Wall Street Journal (July 30, 1999), A1, A6.

many situations that managers deal with every day involve at least some degree of uncertainty and require non-programmed decision making.

2.3.1. Certainty: Certainty means that all the information the decision maker needs is fully available.¹¹ Managers have information on operating conditions, resource costs or constraints, and each course of action and possible outcome.. However, few decisions are certain in the real world. Most contain risk or uncertainty.

2.3.2. Risk

Risk means that a decision has clear-cut goals and that good information is available, but the future outcomes associated with each alternative are subject to chance. However, enough information is available to allow the probability of a successful outcome for each alternative to be estimated.¹² statistical analysis might be used to calculate the probabilities of success or failure. The statistical of risk captures the possibility that future events will render the alternative unsuccessful. Some oil companies use a quantitative simulation roach to estimate hydrocarbon reserves, enabling oil executives to evaluate the variation in risk at each stage of exploration and production and make better decisions.

Saturn took a risk with the introduction of a mid-sized car to compete with the Toyota Camry and Hondas Accord. Managers had information that indicated the new L-series would sell well, based on the strength of the Saturn brand. However, they underestimated the extent to which people perceived Saturn as a “small-car” company and failed to put the emphasis they needed into marketing the new vehicle.¹³

2.3.3. Uncertainty: Uncertainty means that managers know which goals they wish to achieve, but information about alternatives and future events s incomplete.¹⁴Managers do not have enough information to be clear about alternatives or to estimate their risk.

¹¹ Samuel Eilon, structuring Unstructured Decisions, Omega Managerial Decision Making (New York: Wiley, 1986).

¹² James G. March and Z Zur Shapira, “Managerial Perspectives on Risk and Risk Taking.” Management Science 33 (1987), 1404-1418, and Inga Skromme Baird and Howard Thomas, Toward a Contingency Model of Strategic Risk Taking”, Academy of Management Review 10 (1985), p.230-243.

¹³ J. G. Higgin, “Planning for Risk and Uncertainty in Oil Exploration.” Long Range Planning 26, no 1 (February 1993), I11-122; Alex Taylor III, “Wrong Turn at Saturn,” Fortune (July 24, 2000), 371-372.

¹⁴ Eilon Structuring Structuring Unstructured Decisions”; and Philip A. Rousel. “Cutting Down the Guesswork in R&D,” Harvard Business Review 61 (September-October 1983), 154-160.

Factors that may affect a decision, such as price, production costs, volume, or future interest rates, are difficult to analyze and predict. Managers may have to make assumptions from which to forge the decision even though it will be wrong if the assumptions are incorrect. Managers may have to come up with creative approaches to alternatives and use personal judgment to determine which alternative is best. Many decisions made under uncertainty do not produce the desired results. But managers face uncertainty every day. They must find creative ways to cope with uncertainty in order to make effective decisions.

2.3.4. Ambiguity

Ambiguity is by far the most difficult decision situation.

Ambiguity means that the goals to be achieved or the problem to be solved is unclear, alternatives are difficult to define and information about it is unavailable.¹⁵ Ambiguity is what students would feel if an instructor created student groups, told each group to complete a project, but gave the groups no topic, direction, or guidelines whatsoever. Ambiguity has been called a “wicked” decision problem. Managers have a difficult time coming to grips with the issues. Wicked problems are associated with manager conflicts over goals and decision alternatives, rapidly changing circumstances, fuzzy information, and unclear linkages among decision elements.¹⁶

Sometimes managers will come up with a “solution” only to realize that they hadn't clearly defined the real problem to begin with.¹⁷ A recent example of a wicked decision problem was when managers at Ford Motor Company and Firestone confronted the problem of tires used on the Ford Explorer coming apart on the road, causing deadly blow-outs and rollovers. Just defining the problem and whether the tire itself or the design of the Explorer was at fault was the first hurdle. Information was fuzzy and fast-changing, and managers were in conflict over how to handle the problem. Neither side has dealt with this

¹⁵ Waeil Ali AL. Biaty: Administrative Decision in the Service Organizations: Damascus: (Print First 1999), 20-23.

¹⁶ Russell Wild, “Think Fast!” Working Woman (September 2000). 89-90.

¹⁷ Michael Masuch and Perry LaPotin, “Beyond Garbage Cans: An AI Model of Organizational Choice,” Administrative Science Quarterly 34 (1980), 38-67, and Richard L. Daft and Robert H. Lengel, “Organizational Information Requirements, Media Richness and Structural Design,” Management Science 32 (1986). 554-571.

ongoing decision situation very effectively; the reputations of both companies have suffered as a result. Fortunately most decisions are not characterized by ambiguity. But when they are, managers must conjure up goals and develop reasonable scenarios for decision alternatives in the absence of information.

2.4. Decision Making Models

The approach managers use to make decisions usually falls into one of three types: the classical model, the administrative model, or the political model type.

The choice of model depends on the manager's personal preference, whether the decision is programmed or non-programmed, and the extent to which the decision is characterized by risk, uncertainty, or ambiguity.

A/ Classical Model

The classical model of decision making is based on economic assumptions.

This model has arisen within the management literature because managers are expected to make decisions that are economically sensible and in the organizations best economic interests. The assumptions underlying this model are as follows:

- The decision maker operates. To accomplish goals that are known and agreed upon problems are precisely formulated and defined.
- The decision maker strives for conditions of certainty, gathering complete information. All alternatives and the potential results of each are calculated.
- Criteria for evaluating alternatives are known. The decision maker selects the alternative that will maximize the economic return to the organization.
- The decision maker is rational and uses logic to assign values, order preferences evaluate alternatives, and make the decision that will maximize the attainment of organizational goals.

The classical model of decision making is considered to be normative, which means it defines how a decision maker should make decisions. It does not describe how managers actually make decisions so much as it provides guidelines on how to reach an ideal outcome for the organization. The value of the classical model has been its ability to help

decision makers be more rational. For example, many senior managers rely solely on intuition and personal preferences for making decisions. ¹⁸In recent years, the classical approach has been given wider application because of the growth of quantitative decision techniques that use computers. Quantitative techniques include Such things as decision trees, payoff matrices, break-even analysis, linear programming, forecasting, and operations research models. The use of computerized information systems and databases has increased the power of the classical approach.

In many respects, the classical model represents an “ideal” model of decision making that is often unattainable by real people in real organizations. It’s most valuable when applied to programmed decisions and to decisions characterized by certainty or risk, because relevant information is available and probabilities can be calculated. For example, new analytical software programs for front-line decision making can automate many programmed decisions, such as freezing the account of a customer who has failed to make payments.¹⁹

Loss Mitigation Optimizer to improve the decision making of loss management representatives. These employees have to decide whether the company e loans for customers who have stopped making payments whether it will have to recommend foreclosure.²⁰

Another organization that makes extensive use of the classical approach is the SABRE Group, which began as a system for keeping track of reservations for American Airlines

¹⁸ David M. Schweiger, William R. Sandberg, and Jar Ragan, “Group Approaches for Improving Strategic Decision tuding: A Comparative Analysis of Dialectical Inquiry, Devil's Advocacy, and Consensus,” *Academy of Management Jour* 29 (1986), S1-71, and Richard O. Mason and Ian I. Mitroff, *Challenging Strategic Planing Assumptions* (New York: Wiley Interscience, 1981).

¹⁹ Michael Pacanowsky “Team Tools for Wicked Problems,” *Organizational Dym* Winter 1995), p.36-51.

²⁰ Boris Blai, Jr., “Eight Steps to Successful Problem Solving,” *Supervisory Management* (January 1986), 7-9, and Earnest R. How to Make a Business Decision: An Analysis of Theory and Practice,” *Management Review* 69 (February 1980), 54-61.

B/ Administrative Model

The administrative model of decision making describes how managers actually make decisions in difficult situations, such as those characterized by not-programmed decisions, uncertainty, and ambiguity. Many management decisions are not sufficiently programmable to lend themselves to any degree of quantification. Managers are unable to make economically rational decisions even if they want to.²¹

- Bounded Rationality and Satisficing: The administrative model of decision making is based on the work of Herbert A. Simon. Simon proposed two concepts that were instrumental in shaping the administrative model: bounded rationality and satisficing. Bounded rationality means that people have limits, or boundaries, on how rational they can be. The organization is

Incredibly complex and managers have the time and ability to process only a limited amount of information with which to make decisions.²² Because managers do not have the time or cognitive ability to process complete information about complex decisions, they must satisfice. Satisficing means that decision makers choose the first solution alternative that satisfies minimal decision criteria. Rather than pursuing all alternatives to identify the single solution that will maximize economic returns, managers will opt for the first solution that appears to solve the problem, even if better solutions are presumed to exist. The decision maker cannot justify the time and expense of obtaining complete information.²³

- The acquisition of these companies had the potential to solve the problem at hand: thus, they looked no further for possibly better alternatives.²⁴

The administrative model relies on assumptions different from those of the classical model and focuses on organizational factors that influence individual decisions. It is more realistic than the classical model for complex, non-programmed decision. According to the administrative model,

²¹ Thomas M. Cook, "SABRE Soars," *OR/MS Today* (June 1998), 26-35.

²² Herbert A. Simon, *The New Science of Management Decision* (New York: Harper & Row, 1960), 5-6; and Amitai Etzioni, "Humble Decision Making," *Harvard Business Review* (July-August 1989), 122-126.

²³ James G. March and Herbert A. Simon, *Organizations* (New York: Wiley, 1958).

²⁴ Herbert A. Simon, *Models of Man* (New York: Wiley, 1957), 196-205; and Herbert A. Simon, *Administrative Behavior*, 2d ed. (New York: Free Press, 1957).

- Decision goals often are vague, conflicting, and lack consensus among managers. Managers often are unaware of problems or opportunities that

- Rational procedures are not always used, and, when they are, they are confined to a simplistic view of the problem that does not capture the complexity of real organizational events.

- Managers' search for alternatives is limited because of human, information, and resource constraints.

- Most managers settle for a satisficing rather than a maximizing solution.

This is partly because they have limited information and partly because they have only vague criteria for what constitutes a maximizing solution.

The administrative model is considered to be descriptive, meaning that it describes how managers actually make decisions in complex situations rather than dictating how they should make decisions according to a theoretical ideal.

The administrative model recognizes the human and environmental limitations that affect the degree to which managers can pursue a rational decision-making process.

C/ Intuition: Another aspect of administrative decision making is intuition.

Intuition represents a quick apprehension of a decision situation based on past experience but without conscious thought.²⁵ Intuitive decision making is not arbitrary or irrational, because it is based on years of practice and hands-on experience that enable managers to quickly identify solutions without going through painstaking computations. In today's fast-paced, uncertain business environment, intuition plays an increasingly important role in decision making.²⁶

D/ Political Model

The third model of decision making is useful for making non-programmed decisions when conditions are uncertain, information is limited, and there is disagreement among

²⁵ John Taylor, "Project Fantasy: A Behind-the-Scenes Account of Disney's Desperate Battle against the Raiders," Manhattan (November 1984).

²⁶ Weston H. Agor, "The Logic of Intuition: How Top Executives Make Important Decision Organizational Dynamic (Winter 1986), 3-18; and Herbert A. Simon, "Making Management Decisions: The Role of Intuition and Emotion," Academy of Management Executive 1 (1987), p.57-64.

managers about what goals to pursue or what course of action to take. Most organizational decisions involve many managers who are pursuing different goals, and they have to talk with one another to share information and reach an agreement. Managers often engage in coalition building for making complex organizational decisions.²⁷

A coalition is an informal group of managers who supports a specific goal. Coalition building is the process of forming alliances among managers. In other words, a manager who supports a specific alternative, such as increasing the corporation's growth by acquiring another company, talks informally to other executives and tries to persuade them to support the decision. When the outcomes are not predictable, managers gain support through discussion, negotiation, and bargaining. Without a coalition, a powerful individual or group could derail the decision-making process. Coalition building gives several managers an opportunity to contribute to the decision-making process, enhancing their commitment to the alternative that is ultimately adopted.²⁸

The political model closely resembles the real environment in which most managers and decision makers operate. Decisions are complex and involve many people, information is often ambiguous, and disagreement and conflict over problems and solutions are normal. There are four basic assumptions of the political model:

- Organizations are made up of groups with diverse interests, goals, and values. Managers disagree about problem priorities and may not understand or share the goals and interests of other managers.
- Information is ambiguous and incomplete. The attempt to be rational is limited by the complexity of many problems as well as personal and organizational constraints.
- Managers do not have the time, resources, or mental capacity to identify all dimensions of the problem and process all relevant information. Managers

²⁷ Stacie McCullough "On the Front Lines, section 1, CIO, (October 15, 1999), 78-81.

²⁸ Chris Smith, "Chao, Baby," New York (October 18, 1993), 66-75 and "Chao in Charge," Cablevision (November 20, 1999), 24.

talk to each other and exchange viewpoint to gather inform action and reduce ambiguity

- Managers engage in the push and pull of debate to decide goals and discuss alternatives. Decisions are the result of bargaining and discussion among coalition members.

One of today's most visible coalition builders is President George W Busk who, following terrorist bombings in the United States, successfully built a coalition of world leaders to support a U.S-led campaign against terrorism The inability of leaders to build coalitions often makes it difficult or impossible for managers to see their decisions implemented.²⁹

The key dimensions of the classical, administrative, and political models are listed in. Recent research into decision-making procedures has found rational, classical procedures to be associated with high performance for organizations in stable environments. However, administrative and political decision-making procedures and intuition have been associated with high performance in unstable environments in which decisions must be made rapidly and under more difficult conditions.³⁰

2.5.Step decision making process

The decision making process has seven step, each one is essential to the entire process .the section that follow will examine each step.

- Defining the problem or opportunity.
- Identifying Limiting Factors.
- Developing Potential Alternatives.
- Analyzing the Alternative.
- Selecting the best alternative.
- Implementing the Decision.
- Establishing a Control and Evaluation System.

²⁹ William. Stevenson, Jon L. Pierce, and Lyman W. Porter, "The Concept of alition in Organization Theory and Research", Academy of Management Review 10 (1985), p.256-268.

³⁰ Jonathan Harris, "Why Speedy Got Stuck in Reverse," Canadian Business (September 26, 1997), 87-88.

2.5.1 Defining the problem or opportunity

The initial and most critical step is to define the problem or opportunity. The accuracy of this step affects all the steps that follow. If the problem or opportunity is incorrectly defined, every other step in the decision process will be based on that false start. If a company is losing market share, is the problem poor product quality, technical inferiority, a slow warehouse, or an inadequate sales force? Managers must pinpoint the problem correctly, because each of these problems requires a different solution.

In problem solving a manager must differentiate between a problem and a symptom. In the example above. The symptom is dwindling market share; the problem maybe poor quality. A symptom signals that something is wrong.³¹ It should draw the manager's attention to finding the cause that is, the problem. The most common source of mistakes in management decision is the emphasis on finding the right answer rather than asking the right questions.³² In the process of asking questions, the manager gathers relevant and timely data about the problem. The best way to get good data is for managers to tune in to the work environment. According to management expert Tom Peters, the source of the most relevant and accurate information for manager is the people in the workplace.³³

To assist in defining the problem, Schwenk³⁶ who conducted detailed studies of managerial decision making recommend that managers ask a series of questions using the funnel approach to distinguish between symptoms and problems illustrate how the funnel approach can aid in defining the problem. Initially, a manager notices a problem, such as unmet production quotas. He or she then begins to apply the funnel approach by asking questions to identify the real problem, not just the symptom.

2.5.2. Identifying Limiting Factors

³¹ James W. Fredrickson, Effects of Decision Motive and Organizational Performance Level on Strategic Decision Process, *Academy of Management Journal* 28 (1985), 821-843; James W. Fredrickson, The Comprehensiveness of Strategic Decision Processes: Extension, Observations, Future Directions," *Academy of Management Journal* Procedural Rationality in the Strategic Decision-Making Process, *Journal of Management Studies* 30 no. 4 (1993), 587-610; Nandini Rajagopalan, Abdul M. A. Rasheed and Deepak K. Datta, Strategic Decision Process Critical Review and future Directions, *Journal of Management* 19, no 2 (1993), 349-384; and Paul J. H. Schoemaker, Strategic Decision Organizations: Rational and Irrational, *Journal of Management* 19 (January 1993), 107-129.

³² Bazerman, Max H. *Judgement in Managerial Decision Making* New York: Wiley, 1986, p.42.

³³ Drucker, Peter F. *The Practice of Management*. New York: Harper & Row, 1954, p.351.

Once the problem is defined, the manager needs to identify the limiting factors of the problem. Limiting factors are those constraints that rule out certain alternative solutions. One common limitation is time. If a new product has to be on the dealer's shelves in one month any alternative that takes more than one month will be eliminated. Resource personal, money, facilities, and equipment, as well as time are the most common limiting factors that narrow down the range of possible alternatives. In a retailing situation, the limiting factor is that any alternatives or approaches incorporated in the stores should contribute to the total shopping experience.

2.5.3. Development Potential Alternatives

At this point, the manager should look for, develop, and list as many possible alternatives potential solutions to the problem. These alternatives should eliminate, correct, or neutralize the problem or maximize the opportunity. Alternative solutions for a manager faced with the problem of trying to maintain scheduled production may be to start an extra work shift, to regularly schedule overtime, to increase the size of the present workforce by hiring employees, or to do nothing. Doing nothing about a problem sometimes is the proper alternative, at least until the situation has been thoroughly analyzed. Occasionally, just the passing of time provides a cure. Of course, the more serious or long term the problem, the less likely that is to be the case. Whose for alternatives include the manager's own experience; other persons whose opinions and judgments the decision maker respects; group opinions, obtained through the use of task forces and committees ;and outside sources; including managers in other organizations.

When building this list of alternative, manager should avoid being critical or judgmental about any alternative that arises, Censoring ideas at this stage can needlessly limit the number of alternatives developed.³⁴ Initially each alternative identified should be a separate solution to the problem or separate strategy for seizing the opportunity. Alternatives that are simple variations of one another provide less choice in the final analysis. After the initial brainstorming process, variation other listed ideas will begin to crystallize and combinations will emerge.

³⁴ Peters, Tom. Time-Obsessed Competition Management Review (September 1990), pp. 17-18.

When developing alternatives, the goal is to be as creative and wide ranging as possible. Any decision for which a manager cannot identify more than one alternative is by definition not a decision since more than one choice does not exist, Decision maker must always seek out alternatives to ensure that there are choices to be made, and it is to be hoped that the best choice will result in the best decision.³⁵

2.5.4. Analyzing the Alternatives

The purpose of the step is to evaluate the relative merits of each alternative, to identify the positives and negatives or the advantages and disadvantages each.³⁶

If any alternatives conflict with the limiting factors identified earlier, they must be automatically discarded or a variation must be found-one that does not conflict with those limiting factors. As a result, this alternative either needs to be rejected or combined with another alternative.

Second, the manager needs to identify the consequences of using an alternative. Some alternatives even though they fall within the guidelines established by the limiting factors, have consequences that make them undesirable. For instance, in order to increase the output of one department, an alternative is to hire more employees; to fund that hiring requires taking money from the operating budgets of other department. Even the alternatives solve the problem, the political and morale problems caused may require it to be eliminated, as is the case with alternative.³⁷

Depending on the type of problem, the manager's analysis of the alternatives can be supported by the application of non-quantitative methods experience and intuition or quantitative methods such as payback analysis, decision trees, and simulations.

³⁵ Anna Muoio, "Decisions, Decisions," (Unit of One column), *Fast Company* (October 1998), 93-101.

³⁶ Lisa A. Burke and Monica K. Miller. Taking the Mystery Out of Intuitive Decision Making." *Academy of Management Executive* 13, no. 4 (1999), 91-99.

³⁷ Bill Breen, "What's Your Intuition?" *Fast Company* (September 2000), 290-300.

2.5.5. Selecting the Best Alternative

The best choice is the one that offers the fewest serious disadvantages and the most advantages, Take care not to solve one problem and create another with your choice. Sometimes the optimal solution is a combination of several of the alternatives.³⁸

2.5.6. Implementing the Decision

Managers are paid to make decisions and to get results from these decisions. A decision that just sits there, hoping someone will put it into effect, may as well never have been made. Everyone involved with carrying out the decision must know what he or she must do, how to do it, and why and when it must be done. Like plans, solutions need effective implementation to yield the desired results additionally, a good alternative half-heartedly implemented will often create problems not sol People must be convinced of the importance of their roles, finally, programs. procedures, rules, or policies must be thoughtfully put into effect.

2.5.7. Establishing a Control and Evaluation System

The final step in the decision-making process is to create a control and evaluation system.

This system should provide feedback on how well the decision implemented, what the positive and negative results are, and what adjustments are necessary to get the results that were desired when the solution n was chosen. Often, too, the implementation of a decision produces outcomes that create new problems or opportunities that require new decisions.as on system can help identify those outcomes.³⁹

Following these steps gives a manager a greater probability of making successful decision. Because it provides a step-by-step road map, the manager can move logically through decision making and is unlikely to miss an important point. Also the care taken in identifying and evaluating alternatives helps ensure that the best choice is made. Finally,

³⁸ Alde M. Hayashi, "When to Trust Your Gut," Harvard Business Review (February 2001), 59-65.

³⁹ Kepner, C., and B. Tregoe. *The Rational Manager*. New York: McGraw-Hill, 1965.

the creation of a control system helps ensure that the decision is correctly implemented and subsequent outcomes are handled effectively.⁴⁰

To be successful in decision making, though, the manager must also be aw of the environment in which he or she makes decisions. The following section examines the decision-making environment.



⁴⁰ Etzion, Amitai. "Humble Decision Making", Harvard Business Review (July-August 1989), p.122-126.

Chapter III

3.1. Administrative Performance

Administrative performance is one of the most important dependent variables and has been studied for a long decade.⁴¹ Identified two types of administrative behavior that are necessary for organizational effectiveness: task performance and contextual performance. Task performance refers to behaviors that are directly involved in producing goods or service, or activities that provide indirect support for the organization's core technical processes. These behaviors directly relate to the formal organization reward system.

On the other hand, contextual performance is defined as individual efforts that are not directly related to their main task functions. However, these behaviors are important because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes.⁴² Therefore, this study will investigate secondary data in order to construct a conceptual framework for implementation of structural equation model that affects to administrative' performance.

Administrative performance assesses whether a person performs an Administrative well. Administrative performance, studied academically as part of industrial and organizational psychology, also forms a part of human resources management. Performance is an important criterion for organizational outcomes and success.

Performance means achieving organizational goals, whatever the nature and diversity of the latter, this investigation can be understood in the immediate direction of the results or the broad sense of the process that lead to the results of work, performance is the implementation of the Group for its work and responsibilities that cost the organization or

⁴¹ Bass, B. M., Avolio, B. J. (1993) Transformational leadership: A response to critiques, in M.M. Chemers, R. Ayman (Eds), Leadership theory and research: Perspectives and direction (pp. 49-80). San Diego, CA: Academic Press.

⁴² Werner, J. M. (2000) Implications of OCB and contextual performance for human resource management. Human Resource Management Review, 10(1): 245-261.

entity that are related to his or her administrative by means results achieved by the individual organization.

These activities and outputs are institutions seeking to achieve competitive advantages by emphasizing the activities and outputs associated with the performance of workers, at the same time are determined by the strategy.

The process of performance evaluation of important administrative policies, to either compel presidents to pursue and prosecute the performance of their subordinates on an ongoing basis, and to issue an objective judgment on the employee in responsibilities ability, checking his behavior at work, and the improvement in the performance of her, but to have this performance to work efficiently and effective, because it shows the extent of the contribution of an individual's productivity. the process performance complex evaluation process, because the performance evaluation is difficult to measure, especially those Information depends on the mental energy, but the scientific development created an objective means for judging workers, became the focus is on performance results rather than focusing on the characteristics of the individual, for example, we find the success of the work of the director is the level of the degree of workers' in this chapter boil what performance evaluation as well as the functionality and the foundations of evaluating of scrutiny and analysis. Describes Administrative performance as an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher level variables.

3.1. Definition Administrative Performance

Performance criteria are standards for employee behavior at work. This criterion contains much more than how an employee does the work. Administrative are rated on how well they do their jobs compared with a set of standards determined by the administrative.⁴³

Campbell defines performance as behavior - something done by an administrative. This concept differentiates performance from outcomes. Outcomes result partially from an

⁴³ http://www.ehow.com/list_6878597_factors-influence-administrative-performance.html

individual's performance, but they are also the result of other influences. In other words, there are more factors determine outcomes than just an administrative behaviors and actions.⁴⁴

On a very general level administrative performance can be defined as “all the behaviors administrative engage in while at work”.⁴⁵ However, this is a rather vague description. A fair amount of the administrative“ behavior displayed at work is not necessarily related to job-specific aspects. More commonly, administrative performance refers to how well someone performs at his or her work.

Definitions range from general to specific aspects and from quantitative to qualitative dimensions. Initially, researchers were optimistic about the possibility to define and measure job performance. However, soon enough they started to realize that determining the dimensions of an administrative and its performance requirements was not a straightforward process. Nowadays it is generally agreed that administrative performance consists of complicated series of interacting variables pertaining to aspects of the job, the employee and the environment.

Historically, there have been three approaches to define the dimensions of administrative performance.⁴⁶ The majority of the studies have shifted their focus on defining administrative performance in terms of outcomes and behavior, since these are easier and more objective to define and to observe than personal traits.⁴⁷

⁴⁴ Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (Vol. 1, pp. 687–732). Palo Alto: Consulting Psychologists Press.

⁴⁵ Jex, S.M. (2002) *Organizational Psychology: A Scientist-Practitioner Approach*. John Wiley & Sons, New York.

⁴⁶ Milkovich, G.T.; Wigdor, A.K. (1991) *Pay for Performance: Evaluating Performance Appraisal and Merit Pay*. National Academy Press, Washington.

⁴⁷ Hersen, M. (2004) *Comprehensive Handbook of Psychological Assessment: Industrial and Organizational Commitment*. John Wiley & Sons Inc., New Jersey.

3.2. The Concept of Administrative Performance.

The concept of the performance of the concepts for which she received an inheritance, and plenty of attention and research in Management Studies in general and studies of human resources in particular, and that the importance of the concept of the individual and the organization and overlapping influences that affect performance and diversity of the level, so the purpose of this thread is to highlight the most important definitions, which It introduced the concept of performance management arena.⁴⁸

It refers to the concept of performance outputs and goals the organization is trying to achieve through its administrative, and therefore the concept reflects both the goals needed to be achieved and the means, that is, the concept of linking aspects of the activity and the objectives pursued by organizations through the tasks and duties performed by administrative within those organizations.

It defines performance as the process by which recognizes the individual performance of its functions and abilities on the performance necessary to perform the work successfully and characteristics.

While performance is defined as a process that produces events and achievements, or what he is doing of work people within the organization results.

He knew that the performance of duties and responsibilities and active tasks that make up the work of the individual who must be done at the required rates in the light of the face in capacity factor efficient coach to do.⁴⁹

He knew performance as a reaction to the behavior of the administrative, and that behavior is determined by the interaction of effort and abilities of the administrative in the organization also known as performance management's ability to transform the organization for input into a number of products with specific characteristics and at the

⁴⁸ Adams, J. S. (1963). Towards an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67, 422–436.

⁴⁹ Brief, A.P., Motowidlo, S.J. (1986). Prosocial organizational behavior. *Academy of Management Review*, 11, 710–725.

lowest possible cost. As it defined performance as the output achieved by the administrative when carrying out any of the acts of the organization.

Performance is also defined as the administrative achieve the objectives of the functionality that operated in the organization's ability.

And also knows a career performance as the implementation of an administrative of his work and his responsibilities, which cost the organization or entity that are related to his administrative, and means the results achieved, by the employee in the organization.

And refers to the concept of performance as well as the specific results of conduct and therefore the positive performance is desired results specific behavior In contrast, the negative performance is the unwanted results of specific behavior.⁵⁰

It is clear from the foregoing, the multiplicity of performance that defined the result of multiple studies and research in this area, whether a field theory or studies, different schools and backgrounds researchers and orientation, and in spite of the different researchers in their definition of the performance, however, there are common factors that brought them together, and is considered a partial differences, not fundamental, They share several elements brought together almost in performance which is defined as follows:

Thus, the real performance is seen as a product of a number of interrelated factors that should not be focusing on one without the other and not be completely ignored, but rather is an attempt to reconcile with each other and all of us to focus on all the elements together at the same time.⁵¹

We must point out that the performance is not an end in itself but rather a means to an end are the results for this perceived performance as a practical translation of all the stages of planning in the organization, which it occupies the second degree in the importance of the basic functions of management as it comes after the organization function example can any facility governmental or public institution to plan and organize,

⁵⁰ Ericsson, K. A., Lehmann, A. C. (1996). Expert and exceptional performance: Evidence of maximal adaptation to task constraints. *Annual Review of Psychology*, 47, 273–305.

⁵¹ George, J. M., & Brief, A. P. (1992). Feeling good—doing good: A conceptual analysis of the mood at work—organizational spontaneity relationship. *Psychological Bulletin*, 112, 310–329.

but they may not necessarily can achieve any results that plans and policies designed by not correctly applied and folk so are the staff, they cannot guarantee good performance, for the purposes of this study it will be considered for the performance of that effort that his administrative within the organization in order to achieve a particular goal.⁵²

The researchers distinguish between each of the behavior and performance, because the confusion between these two concepts will impact on several errors or wearing the proper understanding of the concepts and therefore the impact on the production process of the organization as a whole.

3.3. Performance Elements

Varied elements associated with the performance, which is supposed to administrative knowledge and mastery of them well, many researchers point out that the most important of which include:

- Knowledge of the job requirements: Include knowledge and technical skills and general background for the job and related fields.

- The amount of work done: the amount of work that the employee can accomplish in normal circumstances and the amount of the speed of this achievement.

- Perseverance and trust: these include the seriousness and dedication to work, and the ability to take responsibility for the work, and done on time, and the extent of employee counseling and guidance needed by supervisors and evaluate the results of currency.

3.4. Factors Affecting administrative Performance

According to some researchers and practitioners, there are certain factors individually and collectively effect on the performance of administrative in a positive or negative way, including:

⁵² Motowidlo, S. J., & Van Scoter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79, 475–480.

3.4.1. Leadership

Leadership is a process whereby an individual influences a group of individuals to achieve common goals.⁵³ Leadership style is the combination of attitude and behavior of a leader, which leads to certain patterns in dealing with the followers.⁵⁴ The leadership style within an organization has a bearing on encouraging or inhibiting administrative performance.

3.4.2. Coaching

Coaching has become an important technique to improve performance.⁵⁵ It is not a one way communication and proves to be a two way communications where coaches identify what can be improved and how it can be improved. Further coaching addresses the belief and behaviors that hinder performance.⁵⁶ It can be further seen that coaching is all about helping someone else to improve performance.

3.4.3. Empowerment

Defines success as achievement, accomplishment and attainment which is consequence of empowerment. As organizational members share a mutually beneficial and satisfying work experience meeting both social and personal growth needs. Further, empowerment had significant positive correlations with both performance and satisfaction. And specifically empowerment was more strongly correlated with the in-role performance of followers than with satisfaction with the leader.

3.4.4. Participation

They revealed that participation management is about involving administrative in the decision making process where the administrative feel that they have the opportunity to discuss problems and can influence organizational decisions. The overall impact of

⁵³ Northouse, P. G. (2007). *Leadership Theory and Practice*. London: Sage Publications. Ogbonna, E. (1993). *Managing Organizational Culture: Fantasy or Reality?* *Human Resource Management Journal*, 3 (2), 42-54.

⁵⁴ DuBrin, A. (2004). *Leadership: Research findings, practice and skills*. New York: Houghton Mifflin. Gordon, B.(1992). *Are Canadian firms under investing in training?* *Canadian Business Economics* 1, 1, 25-33.

⁵⁵ Champathes, M. R. (2006), *coaches for performance improvement: The coach model*. *Development and Learning in Organizations*, Volume 20, No. 2, pp. 17 –18.

⁵⁶ Toit, A. D. (2007), *making sense through coaching*. *Journal of Management Development*, Volume 26, No. 3, pp.282 –291.

participation is increased employee administrative performance and low turnover. In addition, organizations can act to increase or decrease the levels of these mediator variables within their personals and potentially strengthen the positive performance effects of administrative participation.⁵⁷

Administrative will be motivated because management considers them as partners in contributing to organizational success instead of being seen as mere subordinates and therefore will avoid engaging into counterproductive behaviors hence improved performance through timely achievement of organizational goals and objectives.⁵⁸

3.4.5. Organizational Culture

Organizational Culture is common values and behaviors of the people that considered as a tool leads to the successful achievement of organization goals.⁵⁹ Organizational culture is the mindset of people that distinguishes them from each other, within the organization of outside the organization. This includes values, beliefs, and behaviors of the employee's difference from the other organization.⁶⁰

Strong culture in the organization is very helpful to enhance the performance of the administrative that leads to the goal achievement and increase the overall performance of the organization.⁶¹ norms and values of organizational culture highly effect on those who are directly or indirectly involved with the organization. These norms are invisible but have a great impact on the performance of administrative and profitability. The most important characteristic is shared value.

A strong organizational culture supports adaptation and develops organization's administrative performance by motivating administrative toward a shared goal and

⁵⁷ Lam, S. S. K., Yik, M. S. M., & Schaubroeck, J. (2002). Responses to formal performance appraisal feedback: The role of negative affectivity. *Journal of Applied Psychology*, 87, 192 –201.

⁵⁸ Carrell, R. M., Kuzmits, F. E. & Elbert, N. F.(1989). *Personnel: Human Resource Management*. Columbus: Merrill Publishing Company.

⁵⁹ Schein, E. (1990). *Organizational Culture*. *American Psychologist*, 45 (2), 109 –119.

⁶⁰ Hofstede, G. (1991). *Cultures and Organizations: Software of the Mind*. London, UK: McGraw-Hill. Janssen, O. and NW. Van Yperen, 2004. Employees' goal orientations, the quality of leader-member exchange and the outcomes of job performance and Job Satisfaction.

⁶¹ Deal, T. E. & Kennedy, A. A. (1982). *Corporate Cultures. The Rites and Rituals of Corporate Life*. Addison-Wesley, Reading, MA.

objective; and finally shaping and channeling employees' behavior to that specific direction should be at the top of operational and functional strategies.⁶² Shared value of administrative is one of the basic components of organizational culture.⁶³clarifies that value which is a set of social norms that define the rules or framework for social interaction and communication behaviors of society's members, is a reflection of causal culture assumptions. Academics and practitioners argue that the performance of an organization is dependent on the degree to which the values of the culture are widely shared.⁶⁴ Similarly, it is widely argued that shared and strongly held values enable management to predict administrative reactions to certain strategic options and by reducing these values, the consequences maybe undesirable.⁶⁵

3.5. Multidimensionality

Despite the emphasis on defining and predicting Administrative performance, it is not a single unified construct. There are vastly many jobs each with different performance standards. Therefore, Administrative performance is conceptualized as a multidimensional construct consisting of more than one kind of behavior. Campbell (1990)⁶⁶ proposed an eight factor model of performance based on factor analytic research that attempts to capture dimensions of Administrative performance existent (to a greater or lesser extent) across all Administrative.

- The first factor is task specific behaviors which include those behaviors that an individual undertakes as part of Administrative. They are the core substantive tasks that delineate one Administrative from another.

- On the other hand, non-task specific behaviors, the second factor, are those behaviors which an individual is required to undertake which do not pertain only to a

⁶² Al.Waeil Ali Al Biaty. Administrative Decisions in service intuitions. Damascus. The First Edition 1999 (353-357)

⁶³ Smit, P. J. and Cronje, G. J de J. (1992), Management Principles, Juta, Kenwyn.

⁶⁴ Peters, T., & Waterman, R. (1982). In search of excellence. New York: Harper & Row.

⁶⁵ Ogbonna, E. (1993). Managing Organizational Culture: Fantasy or Reality? Human Resource Management Journal,3(2), 42-54.

⁶⁶ Campbell, J. P. (1999). The definition and measurement of performance in the new age. In D. R. Ilgen & E. D. Pulakos (Eds.), The changing nature of performance. Implications for staffing, motivation, and development (pp. 399–429). San Francisco: Jossey-Bass.

particular Administrative. Returning to the sales person, an example of a task specific behavior would be showing a product to a potential customer. A non-task specific behavior of a sales person might be training new staff members.

- Written and oral communication tasks refer to activities where the incumbent is evaluated, not on the content of a message necessarily, but on the adeptness with which they deliver the communication. administrative need to make formal and informal oral and written presentations to various audiences in many different administrative in the work force.

- An individual's performance can also be assessed in terms of effort, either day to day, or when there are extraordinary circumstances. This factor reflects the degree to which people commit themselves to Administrative tasks.⁶⁷

- The performance domain might also include an aspect of personal discipline. Individuals would be expected to be in good standing with the law, not abuse alcohol, etc.

- In Administrative where people work closely or are highly interdependent, performance may include the degree to which a person helps out the groups and his or her colleagues. This might include acting as a good role model, coaching, giving advice or helping maintain group goals.

- Many Administrative also have a supervisory or leadership component. The individual will be relied upon to undertake many of the things delineated under the previous factor and in addition will be responsible for meting out rewards and punishments. These aspects of performance happen in a face to face manner.⁶⁸

- Managerial and administrative performance entails those aspects of Administrative which serve the group or organization but do not involve direct supervision. A managerial task would be setting an organizational goal or responding to external stimuli to assist a

⁶⁷ Frese, M., Teng, E., &Wijnen, C. J. D. (1999). Helping to improve suggestion systems: Predictors of making suggestions in companies. *Journal of Organizational Behavior*, 20, 1139–1155.

⁶⁸ Fay, D., & Sonnentag, S. (2000). Stressors and personal initiative: A study on organizational Behavior. Manuscript submitted for publication.

group in achieving its goals. In addition a manager might be responsible for monitoring group and individual progress towards goals and monitoring organizational resources.⁶⁹

3.6. Organizational goal relevance

Another key feature of Administrative performance is that it has to be goal relevant. Performance must be directed toward organizational goals that are relevant to the Administrative or role. Therefore, performance does not include activities where effort is expended toward achieving peripheral goals. For example, the effort put toward the goal of getting to work in the shortest amount of time is not performance (except where it is concerned with avoiding lateness).⁷⁰

⁶⁹ Ericsson, K. A., & Lehmann, A. C. (1996). Expert and exceptional performance: Evidence of maximal adaptation to task constraints. *Annual Review of Psychology*, 47, 273–305.

⁷⁰ Cherns, A. (1976). The principles of sociotechnical design. *Human Relations*, 29, 783–792. Clegg, C. (2000). Sociotechnical principles for system design. *Applied Ergonomics*, 31, 463–477.

Chapter III

4.1. DATA PRESENTATION AND ANALYSIS

Sulaimaniya Polytechnic University is a public academic institution and a member of the International Association of Universities and member of the Association of the Arab Universities. It is located in the city of Sulaymaniyah, Qirga neighbourhood in Kurdistan Region of Iraq. It was founded in 1996 under the name of Foundation of Technical Institutions, and then in 2003 it was changed to Foundation of Technical Education in Sulaimani, after that it was restructured to Sulaimani Polytechnic University in 2012.

The University's mission is to contribute to the society through the pursuit and promotion of education, learning, and research at its excellence. The educational vision of SPU is to produce skilled graduates with various high-standard, technical and academic qualifications. Contributes to the society through the pursuit, dissemination, and application of knowledge by providing opportunities for innovative partnerships with businesses, charitable foundations, and health care providers. Our knowledgeable academic staffs include PhD and Master holders from top tier international universities throughout the world. The university's academic colleges and institutions range from a variety of specialties including Engineering, Health, Medical Science, Agriculture, Business Administration, Computer Science, Technological Colleges and Institutions.

Among the core values of are the close inter-relationship between education, scholarship, and academic researchers as well as strongly supporting the students and the research groups. Currently is consisted of five colleges and eight Institutes .The main campus is located in Sulaimani city, others are in the towns of Dukan, Kalar, Halabja, Chamchamal, Darbandikhan and Khanaqin. SPU currently has a total of more than 16,500 undergraduate students.

4.2. Data and information

In order to get to the objective of this research, the researchers relied on descriptive analysis approach based on: -

1. English and foreign books and periodicals.

2. International information network.

3-in relation to the practical side, the researchers used the questionnaire court questionnaire by a group of professors and specialists, and then distributed the form to (500) as an associate of them professors at the university and technical college and technical institutes and their staff of administrative departments and the number of forms received (426) form, has been using the program ((SPSS)) in the analyzes and statistics.

Table (4.1.1) Gender of the Participant

N	Gender	No.	Percentage %
1	Male	324	76.056
2	Female	102	23.943
	Total	426	100%

The present data in table (4.1.1) shows that the total number of the participants were (%76.056) of male and (%23.943) of the participants were female.

Table (4.1.2) Age Component of the Participants.

N	Age items classes	NO.	Percentage %
1	Less Than 30 years	150	35.21
2	From 30 to 39 years	115	26.99
3	From 40 to 49 years	100	23.47
4	From 50 and more	61	14.31
	Total	425	100%

The participants were divided in to four classes. Table (4.1.2) shows that less than 30 years reach (%35.21) which the participants of the first class have recorded the highest percentage which participants from 30 to 39 years have go (%26.99) and participants whose age were from (40 to 49) years have reached (%23.47) participants whose age were from (50) years and more have occupied the final pastime and scored (%14.31).

Table (4.1.3) Occupation Service of the participants.

N	Age class	NO.	Percentage %
1	Less than 5 years	106	24.862
2	From 5 to 9 years	124	29.107
3	From 10 to 14 years	122	28.638
4	From 15 and more	74	17.370
	Total	426	%100

The number (4.1.3) of the participants is divided in to four classes. The total percentage of sample participants whose years of service is less than that (5) years is about (%24.862). as for as years of service are between (5 to9) reaches (%29.107) which is the highest percentage. Whereas participants whose years of service are from (10 to 14) year's record (%29.107) the participants whose service years are from (15 years and more) com in the final position and the scored (%17.370).

Table (4.1.4) Instructional Level of the samples

N	Instructional Level	NO.	Percentage %
1	Bachelors	102	23.99
2	High Diploma	16	3.755
3	Master	223	52.34
4	Doctorate	85	19.95
	Total	426	%100

Table number (4.1.4) shows that the percentage of those who obtained Bachelors NO. (102) recorded (%23.99). Those have got High Diploma NO. (16) Reached (%3.755). The percentage of the in devils who has got Master (223) recorded (%53.34).Those that have Doctorate NO. (85) recorded (%19.95).It is noticed that the highest level in the sample of the study which shows their ability to objectively of the study tool.

Table (4.1.5) Specialty of sample members

N	Instructional Level	NO.	Percentage %
1	Administration Sciences and Departments	311	75.004
2	Other Departments	115	26.995
	Total	426	%100

The participants were distributed in to two classes according to specialty of the members. Table (4.1.5) explains that the percentage of those participants who are specialized in sciences of politics and co-departments recorded (%73.004) which represents the highest percentage. Whereas those who are from (co-departments) of the specialty of the participants recorded (%26.995).Of the Study Sample.



1. The decision-making process and take is not an easy process and pose a significant challenge to managers in various business organizations

Table (4.2.1)

Q 1	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Manag ement	Othe rs
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	43	222	131	94	71	29	56	82	76	51	60	14	134	57	241	84
	%42.15	%68.51	%87.33	%81.73	%71	%47.54	%52.83	%66.12	%62.29	%68.9	%58.82	%87.5	%60.08	%67.05	%77.49	%75.65
Not sure	26	39	12	14	20	16	21	16	16	12	23	0.0	33	9	41	21
	%25.49	%12.05	%8	%12.17	%20	%26.22	%19.81	%12.90	%13.11	%16.2	%22.54	%0.00	%14.79	%10.58	13.18	%18.26
Disagree	33	63	7	7	9	16	29	26	30	11	19	2	56	19	29	18.26
	%32.35	%19.44	%4.66	%6.086	%9	%26.22	%27.35	%20.96	%24.59	%14.8	%18.62	%12.5	%25.11	%22.35	%9.324	%8.695
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
4.2									0.6							

The above table shows participants answer about the statement (The decision-making process and take is not an easy process and pose a significant challenge to managers in various business organizations) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%87.33).the second choice (not sure)scored (%8)and the option (disagree) occupied the final status of the total (7) participants of the percentage (%4.66) clarification and response of those whose age were between (39 to 30 years) were about (%81.73)the percentage (%12.17)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%6.086). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%71) then (%20) comes who chose (not sure), then lowest status is (%9) of those who

chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%47.54) then the percentage (%26.22) comes which is the answer of these who preferred (not sure) and (disagree) (%26.22) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (241) and their percentage were (%77.49) then (41) of them chose (not sure) scored (%13.18). The lowest status was (%9.324) of those who were (29) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (84) and their percentage was (%75.65) comes. The percentage was (%18.26) who was (21) last preferred (not sure). The lowest statuses were (10) who were (8.695) of the sample members preferred (disagree) with this question

2. We have increased the complexity of the business environment and the large number of variables that affect the decision-making process and take.

Table (4.2.2)

Q 2	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemt	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	69	256	135	80	58	52	82	94	93	57	76	14	180	55	247	78
	%67.64	%79.01	%90	%69.56	%58	%85.24	%77.35	%75.80	%75.40	%77	%74.50	%87.05	%80.71	%64.70	%79.42	%67.82
Not sure	16	46	8	26	26	2	17	16	19	10	17	1	21	23	37	25
	%15.68	%14.19	%5.33	%22.60	%26	%3.27	%16.03	%12.90	%15.57	%13.05	%16.66	%6.25	%9.41	%27.05	%22.89	%21.73
Disagree	17	22	7	9	16	7	7	14	11	7	9	1	22	7	27	12
	%16.66	%5.24	%4.66	%7.82	%16	%11.47	%6.63	%11.29	%9.16	%9.45	%8.82	%6.25	%9.86	%8.235	%8.681	%10.43
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.9									0.7							

The above table shows participants answer about the statement (We have increased the complexity of the business environment and the large number of variables that affect the decision-making process and take) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%90).the second choice (not sure)scored (%5.33)and the option (disagree) occupied the final status of the total (7) participants of the percentage (%4.66) clarification and response of those whose age were between (30 to 30 years) were about (%69.56)the percentage (%22.60)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%7.82). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (58) then (%58) comes who chose (not sure), then lowest status is (%26) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%82.24) then the percentage (%%3.27) comes which is the answer of these who preferred (not sure) and (disagree) (%11.47) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (247) and their percentage were (%79.42) then (37) of them chose (not sure) scored (%11.89). The lowest status was (%8.681) of those who were (27) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (78) and their percentage was (%67.82) comes. The percentage was (%21.73) who was (25) last preferred (not sure). The lowest statues were (%10.43) who were (12) of the sample members preferred (disagree) with this question.

3. That decision-making in your university is through the adoption of several sequential steps constitute a logical way to reach an optimal solution.

Table (4.2.3)

Q 3	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	oth ers
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	41	148	85	50	25	29	43	54	46	46	36	13	107	33	145	44
	%40.19	%45.67	%56.66	%43.47	%25	%47.54	%40.56	%43.54	%37.70	%62.1	%35.29	%81.25	%47.89	%38.82	%46.62	%38.26
Not sure	22	88	31	24	41	14	30	34	34	12	39	3	45	23	79	31
	%21.56	%27.16	%20.66	%20.86	%41	%22.95	%28.30	%37.41	%27.86	%16.2	%38.23	%18.75	%20.17	%27.05	%25.40	%26.95
Disagree	39	88	34	41	34	18	33	36	42	16	27	0.0	71	29	87	40
	%38.23	%27.16	%22.66	%35.65	%34	%29.50	%31.13	%29.03	%34.42	%21.6	%26.47	%0.00	%31.83	%34.11	%27.97	%34.48
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.5									0.9							

The above table shows participants answer about the statement (That decision-making in your university is through the adoption of several sequential steps constitute a logical way to reach an optimal solution) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%56.66).the second choice (not sure)scored (%20.86)and the option (disagree) occupied the final status of the total (34) participants of the percentage (%22.66) clarification and response of those whose age were between (30 to 30 years) were about (%43.47)the percentage (%20.86)comes after which is the response of those who preferred (not sure). Then the

lowest status was of those who has chosen (disagree) recorded (%635.65). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%25) then (%41) comes who chose (not sure), then lowest status is (%34) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%47.54) then the percentage (%22.95) comes which is the answer of these who preferred (not sure) and (disagree) (29.50) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (145) and their percentage were (%46.62) then (79) of them chose (not sure) scored (%25.40). The lowest status was (%27.97) of those who were (87) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (44) and their percentage was (%38.26) comes. The percentage was (%34.48) who was (40) last preferred (not sure). The lowest statues were (%34.48) who were (40) of the sample members preferred (disagree) with this question.

4. When you have to take an important decision in the university, you must prepare a written list of goals.

Table (4.2.4)

Q 4	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30- 39	40- 49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diplo ma	Mater	PHD	Man age ment	ot he rs
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23 .943	%76 .056	%35 .21	%26. 99	%23 .47	%14 .31	%24. 882	%29. 107	%28.6 38	%17. 375	%23. 94	%3.7 7	%52. 34	%19. 95	%73. 005	% 26. 99 5
Ag ree	29	82	41	33	21	16	27	38	31	15	38	4	61	8	66	45
	%28 .43	%25 .30	%27 .33	%28. 69	%21	%26 .22	%25. 47	%30. 64	%25.4 0	%20. 2	%37. 25	%25	%27. 35	%9.4 1	%21. 22	% 39. 13
No t sur e	31	93	44	37	21	22	33	41	37	13	35	9	60	20	80	44
	%30 .39	%28 .70	%29 .33	%32. 17	%21	%30 .06	%31. 13	%33. 06	%30.3 2	%17. 5	%34. 31	%56. 25	%26. 90	%23. 52	%25. 72	% 38. 26
Di sgr ee	42	149	65	45	58	23	46	45	54	46	29	3	102	57	165	26
	%41 .17	%45 .98	%43 .33	%39. 13	%58	%37 .70	%43. 39	%36. 29	%44.2 6	%62. 1	%28. 43	%18. 75	%45. 73	%60. 05	%53. 05	% 22. 60
To tal	107	324	150	115	100	61	106	124	122		102	16	223	85	311	115
	%10 0	%10 0	%10 0	%10 0	%10 0	%10 0	%10 0	%100	%100	%100	%100	%100	%100	%100	%10 0	% 10 0
Means									Standard .Deviation							
3.2									0.8							

The above table shows participants answer about the statement (When you have to take an important decision in the university, you must prepare a written list of goals) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%27.33).the second choice (not sure)scored (%29.33)and the option (disagree) occupied the final status of the total (65) participants of the percentage (%43.33) clarification and response of those whose age were between (30 to 30 years) were about (%28.69)the percentage (%32.17)comes after which is the response of those who

preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%39.13). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%21) then (%21) comes who chose (not sure), then lowest status is (%58) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%26.22) then the percentage (%30.06) comes which is the answer of these who preferred (not sure) and (disagree) (%37.70) According to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (66) and their percentage were (%21.22) then (80) of them chose (not sure) scored (%25.72). The lowest status was (%53.05) of those who were (165) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (45) and their percentage was (%39.13) comes. The percentage was (%38.26) who was (44) last preferred (not sure). The lowest statuses were (%22.60) who were (26) of the sample members preferred (disagree) with this question.

5. When you make important, we have decisions that we are screening alternatives and reduce their number and after knead looking for more information on the remaining alternatives

Table (4.2.5)

Q 5	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30- 39	40- 49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diplo ma	Mater	PHD	Mana gemen t	ot he rs
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23 .943	%76 .056	%35 .21	%26. 99	%23 .47	%14 .31	%24. 882	%29. 107	%28.6 38	%17. 375	%23. 94	%3.7 7	%52. 34	%19. 95	%73. 005	% 26. 99 5
Ag ree	33	111	43	62	33	17	42	46	44	12	61	7	42	34	102	53
	%32 .35	%34 .25	%28 .66	%53. 91	%33	%27 .86	%39. 62	%37. 09	%36.0 6	%16. 2	%59. 80	%43. 75	%18. 83	%40	%32. 79	% 46. 08
No t sur e	20	102	23	26	22	6	33	29	38	22	32	2	55	33	48	29
	%19 .60	%31 .48	%15 .33	%22. 60	%22	%9. 83	%31. 13	%23. 38	%31.1 4	%29. 7	%31. 37	%12. 5	%24. 66	%38. 82	%15. 43	% 25. 21
Dis agr ee	49	111	84	27	45	38	31	49	40	40	9	7	126	18	161	33
	%48 .03	%34 .25	%56	%23. 47	%45	%62 .29	%29. 24	%39. 51	%32.7 8	%54. 0	%8.8 23	%43. 75	%56. 50	%21. 17	%51. 76	% 28. 69
To tal	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%10 0	%10 0	%10 0	%10 0	%10 0	%10 0	%10 0	%100	%100	%100	%100	%100	%100	%100	100 %	% 10 0
Means									Standard .Deviation							
3.0									1.2							

The above table shows participants answer about the statement (When you make important, we have decisions that we are screening alternatives and reduce their number and after knead looking for more information on the remaining alternatives) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%43).the second choice (not sure)scored (%15.33)and the option (disagree) occupied the final status of the total (84) participants of the percentage (%56) clarification and response of those whose age were between (30 to 30 years) were about (%53.91)the percentage (%22.60)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded

(%23.47). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%33) then (%22) comes who chose (not sure), then lowest status is (%45) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%27.86) then the percentage (%9.83) comes which is the answer of these who preferred (not sure) and (disagree) (%62.29) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (102) and their percentage were (%32.79) then (48) of them chose (not sure) scored (%15.43). The lowest status was (%51.76) of those who were (161) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (53) and their percentage was (%46.08) comes. The percentage was (%25.21) who was (29) last preferred (not sure). The lowest statuses were (%28.69) who were (33) of the sample members preferred (disagree) with this question.

6. For successful decision-making in your university we should depend on Optimum utilization of manpower, and equipment and tools in the Enterprise.

Table (4.2.6)

Q 6	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30- 39	40- 49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diplo ma	Mater	PHD	Man age ment	othe rs
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23 .943	%76 .056	%35 .21	%26. 99	%23 .47	%14 .31	%24. 882	%29. 107	%28.6 38	%17. 375	%23. 94	%3.7 7	%52. 34	%19. 95	%73. 005	%26 .995
Ag ree	55	100	61	52	27	15	36	44	41	34	66	4	67	18	99	56
	%53 .92	%30 .86	%40 .66	%45. 21	%27	%24 .59	%33. 96	%35. 48	%33.6 0	%45. 9	%64. 70	%25	%30. 04	%21. 17	%31. 83	%48 .69
No t sur e	11	66	23	21	20	13	23	29	24	1	20	7	43	7	56	21
	%10 .78	%20 .37	%15 .33	%18. 26	%20	%21 .31	%21. 96	%23. 38	%19.6 7	%1.3 5	%19. 60	%43. 75	%19. 28	%8.2 3	%18. 00	%18 .26
Dis ag ree	36	158	66	42	53	33	47	51	57	39	16	5	113	60	156	38
	%35 .29	%48 .76	%44	%36. 52	%53	%54 .09	%44. 33	%41. 12	%46.7 2	%52. 7	%15. 68	%31. 25	%50. 67	%70. 58	%50. 16	%33 .04
To tal	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%10 0	%10 0	%10 0	%10 0	%10 0	%10 0	%10 0	%100	%100	%100	%100	%100	%100	%100	%10 0	%10 0
Means									Standard .Deviation							
3.8									1.4							

The above table shows participants answer about the statement (For successful decision-making in your university we should depend on Optimum utilization of manpower, and equipment and tools in the Enterprise.) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%40.66).the second choice (not sure)scored (%15.33)and the option (disagree) occupied the final status of the total (66) participants of the percentage (%44) clarification and response of those whose age were between (30 to 30 years) were about (%45.21)the percentage (%18.26)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%36.52). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%27) then (%20) comes who chose (not sure), then lowest status is (%53) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%24.59) then the percentage (%21.31) comes which is the answer of these who preferred (not sure) and (disagree) (45.09) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (99) and their percentage were (%31.83) then (56) of them chose (not sure) scored (%18.00). The lowest status was (%50.16) of those who were (156) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (56) and their percentage was (%48.69) comes. The percentage was (%18.26) who was (21) last preferred (not sure). The lowest statues were (%33.04) who were (38) of the sample members preferred (disagree) with this question.

7. Make room for moose t yen to gain access to senior positions, and create the kind of interaction and the competition among them, and instead of the maximum effort they have and their participation in the watercourses decisions.

Table (4.2.7)

Q 7	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40- 49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diplo ma	Mater	PHD	Mana geme nt	other s
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23. 943	%76. 056	%35. 21	%26. 99	%23. 47	%14. 31	%24. 882	%29.1 07	%28.6 38	%17.3 75	%23.9 4	%3.77	%52.3 4	%19.9 5	%73. 005	%26. 995
A gr ee	61	266	133	90	44	59	76	102	93	56	86	3	176	62	247	80
	%59. 80	%82. 09	%88. 66	%78. 26	%72. 13	%59	%71. 69	%82.2 5	%76.2 2	%75.6	%84.3 1	%18.7 5	%78.9 2	%72.9 4	%79. 42	%69. 56
No t su re	8	14	6	6	3	8	7	8	6	1	6	0.0	14	2	17	5
	%7.8 4	%4.3 2	%4	%5.2 17	%4.9 18	%8	%6.6 03	%6.45 1	%4.91 8	%1.35	%5.88	%0.00	%6.27	%2.35 2	%5.4 66	%4.3 47
Di sa gr ee	33	44	11	19	14	33	23	14	23	17	10	13	33	21	47	30
	%32. 35	%13. 58	%7.3 33	%16. 52	%22. 95	%33	%21. 69	%11.2 9	%18.8 5	%22.9	%9.80	%81.2 5	%14.7 9	%24.7 0	%15. 11	%26. 08
To tal	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%10 0	%10 0	%10 0	%100 0	%10 0	%10 0	%100 0	%100 0	%100 0	%100 0	%100 0	%100 0	%100 0	%100 0	100%	%10 0
Means									Standard .Deviation							
4.0									0.4							

The above table shows participants answer about the statement (Make room for moose t yen to gain access to senior positions, and create the kind of interaction and the competition among them, and instead of the maximum effort they have and their participation in the watercourses decisions.) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%88.66).the second choice (not sure)scored (%4)and the option (disagree) occupied the final status of the total (11) participants of the percentage (%7.33) clarification and response of those whose age were between (30 to 30 years) were about (%78.26)the percentage (%5.217)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%16.52). It was the response of those whose age was

between (40-49 years). Repeating this answer recorded (%72.13) then (%4.918) comes who chose (not sure), then lowest status is (%22.95) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%59) then the percentage (%8) comes which is the answer of these who preferred (not sure) and (disagree) (%33) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (247) and their percentage were (%79.42) then (17) of them chose (not sure) scored (%5.466). The lowest status was (%15.11) of those who were (47) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (80) and their percentage was (%69.56) comes. The percentage was (%4.347) who was (5) last preferred (not sure). The lowest statues were (%8.26.08) who were (30) of the sample members preferred (disagree) with this question.

8. Wise decisions need to improve working conditions in order to improve production at Universities.

Table (4.2.8)

Q 8	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Management	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	28	99	18	34	46	29	46	65	60	52	56	6	88	73	87	40
	%27.45	%30.55	%12	%29.56	%46	%47.54	%43.36	%52.41	%49.18	%70.2	%54.90	%37.5	%39.46	%85.88	%27.97	%34.78
Not sure	23	47	5	25	34	6	41	37	44	12	34	6	88	6	46	24
	%22.54	%14.50	%3.333	%21.73	%34	%9.836	%38.67	%29.83	%36.06	%16.2	%33.33	%37.5	%39.46	%7.058	%14.79	%20.86
Disagree	51	178	127	56	20	26	19	22	18	10	12	4	47	6	178	51
	%50	%54.93	%84.66	%48.69	%20	%42.62	%17.92	%17.74	%14.75	%13.5	%11.76	%25	%21.07	%7.058	%57.23	%44.34
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	225
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	100%	%100
Means									Standard .Deviation							
3.4									0.8							

The above table shows participants answer about the statement (Wise decisions need to improve working conditions in order to improve production at Universities) and the answers were

distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%12).the second choice (not sure)scored (%3.333)and the option (disagree) occupied the final status of the total (127) participants of the percentage (%84.66) clarification and response of those whose age were between (30 to 30 years) were about (%29.56) the percentage (%21.73) comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%48.69). It was the response of those whose age was between (40-49 years).

Repeating this answer recorded (%46) then (%34) comes who chose (not sure), then lowest status is (%20) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%47.54) then the percentage (%9.836) comes which is the answer of these who preferred (not sure) and (disagree) (%42.62) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (87) and their percentage were (%27.97) then (46) of them chose (not sure) scored (%14.79). The lowest status was (%57.23) of those who were (178) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (40) and their percentage was (%34.78) comes. The percentage was (%20.86) who was (24) last preferred (not sure). The lowest statuses were (%44.34) who were (51) of the sample members preferred (disagree) with this question.

9. The high level of efficiency factor leads indirectly to raise wages and make the field Upgrade in front of him and lead to successful resolutions.

Table (4.2.9)

Q 9	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	55	78	44	26	24	29	37	41	32	23	44	6	61	22	104	29
	%26.96	%24.07	%29.33	%22.60	%24	%47.54	%34.90	%33.06	%26.22	%31	%43.13	%37.5	%27.35	%25.88	%33.44	%25.21
Not sure	22	182	84	56	55	9	47	59	63	35	31	2	129	42	141	63
	%21.56	%56.17	%56	%48.69	%55	%14.75	%44.33	%47.58	%51.63	%47.2	%30.39	%12.5	%57.84	%49.41	%45.33	%54.78
Disagree	25	64	22	23	21	23	22	24	27	16	27	8	33	21	66	23
	%24.50	%19.75	%14.66	%20	%21	%37.70	%20.75	%19.35	%22.13	%21.6	%26.47	%50	%14.79	%24.70	%21.22	%20
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	225
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	100%	%100
Means									Standard .Deviation							
3.1									0.7							

The above table shows participants answer about the statement (The high level of efficiency factor leads indirectly to raise wages and make the field Upgrade in front of him and lead to successful resolutions.) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%29.33).the second choice (not sure)scored (%56)and the option (disagree) occupied the final status of the total (22) participants of the percentage (%14.66) clarification and response of those whose age were between (30 to 30 years) were about (%22.60)the percentage (%48.69)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%20). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%24) then

(%55) comes who chose (not sure), then lowest status is (%21) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%47.54) then the percentage (%14.75) comes which is the answer of these who preferred (not sure) and (disagree) (%37.70) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (104) and their percentage were (%33.44) then (141) of them chose (not sure) scored (%45.33). The lowest status was (%21.22) of those who were (%66) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (29) and their percentage was (%25.21) comes. The percentage was (%54.78) who was (63) last preferred (not sure). The lowest statues were (%20) who were (23) of the sample members preferred (disagree) with this question.

10.The administrative decisions Mature creates a feeling of satisfaction among workers about their work leads him to a sense of achievement and through Their selection of their work and increase the self-confidence

Table (4.2.10)

Q 10	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Management	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	88	299	136	104	88	59	99	108	110	70	92	14	199	82	283	104
	%86.274	%92.283	%90.66	%90.43	%88	%96.72	%93.39	%87.09	%90.16	%94.5	%90.19	%87.5	%89.23	%96.47	%90.99	90.43%
Not sure	10	12	8	7	7	0.0	3	8	7	4	4	2	13	3	17	5
	%9.803	%3.703	%5.333	%6.086	%7	%0.00	%2.830	%6.451	%5.737	%5.40	%3.921	%12.5	%5.829	%3.529	%5.466	%4.347
Disagree	4	13	6	4	5	2	4	8	5	0.0	6	0	11	0	11	6
	%3.921	%4.012	%4	%3.478	%5	%3.278	%3.773	%6.451	%4.098	%0.00	%5.882	%0.00	%4.932	%0.00	%3.536	%5.217
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.6									0.4							

The above table shows participants answer about the statement (The administrative decisions Mature creates a feeling of satisfaction among workers about their work leads him to a sense of achievement and through Their selection of their work and increase the self-confidence) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%90.66).the second choice (not sure)scored (%5.33)and the option (disagree) occupied the final status of the total (6) participants of the percentage (%4) clarification and response of those whose age were between (30 to 30 years) were about (%90.43)the percentage (%6.086)comes after which is

the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%3.478). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%88) then (%7) comes who chose (not sure), then lowest status is (%5) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%96.72) then the percentage (%0.00) comes which is the answer of these who preferred (not sure) and (disagree) (%3.278) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (283) and their percentage were (%90.99) then (17) of them chose (not sure) scored (%5.466). The lowest status was (%3.536) of those who were (11) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (104) and their percentage was (%90.43) comes. The percentage was (%4.347) who was (5) last preferred (not sure). The lowest statues were (%5.217) who were () of the sample members preferred (disagree) with this question.

11. Post associate in administrative decisions at universities leads to low job satisfaction by staff Because he felt threatened

Table (4.2.11)

Q 11	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Management	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	71	278	126	93	83	46	88	102	94	65	87	9	185	68	258	91
	%69.607	%85.802	%84	%80.86	%83	%75.40	%83.01	%82.25	%77.04	%87.8	%85.29	%56.25	%82.95	%80	%82.95	%79.13
Not sure	17	29	15	13	11	7	11	13	17	5	6	6	22	12	31	15
	%16.666	%8.950	%10	%11.30	%11	%11.47	%10.37	%10.48	%13.93	%6.75	%5.882	%37.5	%9.865	%14.11	%9.967	%13.04
Disagree	14	17	9	8	6	8	7	9	11	4	9	1	16	5	22	9
	%13.725	%5.246	%6	%6.956	%6	%13.11	%6.603	%7.258	%9.016	%5.40	%8.823	%6.25	%7.174	%5.882	%7.073	%7.826
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.9									0.6							

The above table shows participants answer about the statement (The administrative decisions Mature creates a feeling of satisfaction among workers about their work leads him to a sense of achievement and through Their selection of their work and increase the self-confidence) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%84).the second choice (not sure)scored (%10)and the option (disagree) occupied the final status of the total (9) participants of the percentage (%6) clarification and response of those whose age were between (30 to 30 years) were about (%80.86)the percentage (%11.30)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who

has chosen (disagree) recorded (%6.956). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%83) then (%11) comes who chose (not sure), then lowest status is (%6) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%75.40) then the percentage (%11.47) comes which is the answer of these who preferred (not sure) and (disagree) (%13.11) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (258) and their percentage were (%82.95) then (31) of them chose (not sure) scored (%9.967). The lowest status was (%97.073) of those who were (22) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (91) and their percentage was (%79.13) comes. The percentage was (%13.04) who was (15) last preferred (not sure). The lowest statues were (%7.826) who were (9) of the sample members preferred (disagree) with this question.

12. Successful administrative decisions increase the ability of workers to act in critical situations.

Table (4.2.12)

Q 12	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Management	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	44	143	62	50	42	33	40	57	45	45	46	4	99	38	173	14
	%43.137	%44.135	%41.33	%43.47	%42	%54.09	%37.73	%45.96	%36.88	%60.8	%45.09	%25	%44.39	%44.70	%55.62	%12.17
Not sure	34	111	52	38	35	20	43	45	42	15	33	6	66	40	83	62
	%33.333	%34.259	%34.66	%33.04	%35	%32.78	%40.56	%36.29	%12.29	%20.2	%32.35	%37.5	%29.59	%47.05	26.68	%53.91
Disagree	24	70	36	27	23	8	23	22	35	14	23	6	58	7	55	39
	%7.407	%21.604	%24	%23.47	%23	%13.11	%21.69	%17.74	%28.68	%18.9	%22.54	%37.5	%26.00	%8.235	%17.68	%33.91
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.4									0.6							

The above table shows participants answer about the statement (Successful administrative decisions increase the ability of workers to act in critical situations.) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%41.33).the second choice (not sure)scored (%34.66)and the option (disagree) occupied the final status of the total (36) participants of the percentage (%24) clarification and response of those whose age were between (30 to 30 years) were about (%43.47)the percentage (%33.04)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%23.47). It was the response of those whose age was between (40-49 years).

Repeating this answer recorded (%42) then (%35) comes who chose (not sure), then lowest status is (%23) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%54.09) then the percentage (%32.78) comes which is the answer of these who preferred (not sure) and (disagree) (%13.11) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (173) and their percentage were (%55.62) then (83) of them chose (not sure) scored (%26.68). The lowest status was (%17.68) of those who were (55) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (14) and their percentage was (%12.17) comes. The percentage was (%53.17) who was (62) last preferred (not sure). The lowest statuses were (%33.91) who were (39) of the sample members preferred (disagree) with this question

13. Human potential universities are available for the use of decision support systems
 Table (4.2.13)

Q 13	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	16	39	23	16	11	5	19	17	17	2	13	6	29	7	40	15
	%15.686	%12.070	%15.33	%13.91	%11	%8.19	%17.92	%13.70	%13.93	%2.70	%12.74	%37.5	%13.00	%8.235	%12.86	%13.04
Not sure	34	44	22	20	22	14	20	23	27	8	18	8	42	10	49	29
	%33.333	%13.580	%16.66	%17.39	%22	%22.95	%18.86	%18.54	%22.13	%10.8	%17.64	%50	%18.83	%11.76	%15.76	25.21
Disagree	52	52	105	79	67	42	67	84	78	64	71	2	152	68	222	71
	%50.980	%74.382	%70	%68.69	%67	%68.85	%63.20	%67.74	%63.93	%86.4	%69.60	%12.5	%68.16	%80	%71.38	%61.73
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.4									0.4							

The above table shows participants answer about the statement (Human potential universities are available for the use of decision support systems) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%15.33).the second choice (not sure)scored (%16)and the option (disagree) occupied the final status of the total (105) participants of the percentage (%70) clarification and response of those whose age were between (30 to 30 years) were about (%13.91)the percentage (%17.39)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%68.69). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%11) then (%22) comes who chose (not sure), then lowest status is (%67) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the

percentage (%8.19) then the percentage (%22.95) comes which is the answer of these who preferred (not sure) and (disagree) (%68.85 according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (40) and their percentage were (%12.86) then (49) of them chose (not sure) scored (%15.75). The lowest status was (%71.38) of those who were (222) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (15) And their percentage was (%13.04) comes. The percentage was (%25.04) who was (29) last preferred (not sure). The lowest statues were (%61.73) who were (71) of the sample members preferred (disagree) with this question.

14. Material and human potential available for the use of support systems Decisions.

Table (4.2.14)

Q 14	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	78	182	91	72	64	33	56	85	76	43	73	9	111	67	206	54
	%76.470	%56.172	%60.66	%62.60	%64.60	%54.09	%52.83	%68.54	%62.29	%58.1	%71.56	%56.25	%49.77	578.8	%66.23	%46.95
Not sure	4	52	17	17	12	10	14	17	14	11	8	2	39	7	39	17
	%3.291	%16.049	%11.33	%14.48	%12.60	%16.39	%13.20	%13.70	%11.47	%14.8	%7.843	%12.5	%17.48	%8.235	%12.22	%14.78
Disagree	20	90	42	26	24	18	36	22	32	20	21	5	73	11	66	44
	%19.607	%27.777	%28.60	%22.60	%24.60	%29.50	%33.96	%17.74	%26.22	%27.2	%20.58	%31.25	%32.73	54.932	%21.22	%38.26
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	5100	%100	%100	%100	%100	5100	%100	%100
Means									Standard .Deviation							
3.1									1.1							

The above table shows participants answer about the statement (Material and human potential available for the use of support systems Decisions.) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%60.66).the second choice (not sure)scored (%11.33)and the option (disagree) occupied the final status of the total (42) participants of the percentage (%28) clarification and response of those whose age were between (30 to 30 years) were about (%62.60)the percentage (%14.48)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%22.60). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%64) then (%12) comes who chose (not sure), then lowest status is (%24) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%54.09) then the percentage (%16.39) comes which is the answer of these who preferred (not sure) and (disagree) (%29.50) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (206) and their percentage were (%66.23) then (39) of them chose (not sure) scored (%12.54). The lowest status was (%21.22) of those who were (66) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (54) and their percentage was (%46.95) comes. The percentage was (%14.78) who was (17) last preferred (not sure). The lowest statues were (%38.26) who were (44) of the sample members preferred (disagree) with this question.

15.Commensurate with the requirements of administrative decisions Work at the university.

Table (4.2.15)

Q 15	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Management	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	67	145	87	56	45	24	47	62	49	54	58	6	80	68	172	40
	%65.686	%44.753	%58.66	%48.69	%45.45	%39.34	%44.33	%50.50	%40.14	%72.9	%56.86	%37.5	%35.87	%80.68	%55.30	%34.78
Not sure	13	45	19	19	19	1	15	22	16	5	11	7	32	8	38	20
	%12.745	%13.888	%12.66	%16.52	%19.19	%1.639	%14.15	%17.74	%13.11	%6.75	%10.78	%43.75	%14.34	%9.411	%12.21	%17.39
Disagree	22	134	44	40	36	36	44	40	57	15	33	3	111	9	101	55
	%21.568	%41.358	%29.33	%34.78	%36.36	%59.01	%41.50	%32.25	%46.72	%20.2	%32.35	%18.75	%49.77	%10.58	%32.47	%47.82
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.2									0.8							

The above table shows participants answer about the statement (Commensurate with the requirements of administrative decisions Work at the university) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%58).the second choice (not sure)scored (12.66)and the option (disagree) occupied the final status of the total 44) participants of the percentage (%29.33) clarification and response of those whose age were between (30 to 30 years) were about (%48.69)the percentage (%16.52)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%34.78). It was the response of those whose age was between (40-49 years). Repeating

this answer recorded (%45) then (%19) comes who chose (not sure), then lowest status is (%36) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%39.34) then the percentage (%1.639) comes which is the answer of these who preferred (not sure) and (disagree) (%59.01) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (172) and their percentage were (%55.30) then (38) of them chose (not sure) scored (%12.21). The lowest status was (%32.47) of those who were (101) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (40) and their percentage was (%34.78) comes. The percentage was (%17.78) who was (20) last preferred (not sure). The lowest statues were (%47.39) who were (55) of the sample members preferred (disagree) with this question.

16.Match the information available from systems Decision support used with Position needs.

Table (4.2.16)

Q 16	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	49	228	90	74	68	45	65	86	73	53	78	8	127	64	209	68
	%48.039	%70.370	560	%64.34	%68	%73.77	%61.32	%69.35	%59.83	%71.6	%76.47	%50	%56.95	%75.29	%67.20	%59.13
Not sure	6	19	9	8	5	3	7	7	7	4	4	1	16	4	18	7
	%5.882	%5.864	%6	%6.956	%5	%4.918	%6.603	%5.645	55.737	%5.40	%3.921	%6.25	%7.174	%4.705	%5.787	%6.086
Disagree	47	77	51	33	27	13	34	31	42	17	20	7	80	17	84	40
	%46.078	%23.765	%34	%28.69	%27	%21.31	%32.07	%25	%34.42	%22.9	%19.6	%43.75	%35.87	%20	%27.00	%34.78
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.8									0.6							

The above table shows participants answer about the statement (Match the information available from systems Decision support used with Position needs) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%60).the second choice (not sure)scored (%6)and the option (disagree) occupied the final status of the total (51) participants of the percentage (%34) clarification and response of those whose age were between (30 to 30 years) were about (%64.34)the percentage (%6.956)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%28.69). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%68) then (%5) comes who chose (not sure), then lowest status is (%27) of those who chose (disagree) with this

question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%73.77) then the percentage (%4.918) comes which is the answer of these who preferred (not sure) and (disagree) (%21.31) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (209) and their percentage were (%67.20) then (18) of them chose (not sure) scored (%5.787). The lowest status was (%27) of those who were (84) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (68) and their percentage was (%59.13) comes. The percentage was (%6.086) who was (7) last preferred (not sure). The lowest statues were (%34.78) who were (40) of the sample members preferred (disagree) with this question.

17. Department would provide the necessary financial support Las decision support systems.

Table (4.2.17)

Q 17	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30- 39	40- 49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diplo ma	Mater	PHD	Man age ment	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23 .943	%76 .056	%35 .21	%26. 99	%23 .47	%14 .31	%24. 882	%29. 107	%28.6 38	%17. 375	%23. 94	%3.7 7	%52. 34	%19. 95	%73. 005	%26. 995
Ag ree	70	181	86	57	65	43	55	57	77	62	61	5	127	58	189	62
	%68 .627	%55 .864	%57 .33	%49. 56	%65	%70 .49	%51. 88	%45. 96	%63.1 1	%83. 7	%59. 80	%31. 25	%56. 95	%68. 23	%60. 77	%53. 01
No t sur e	13	42	16	16	16	7	14	23	11	7	11	7	28	9	41	14
	%12 .745	%12 .962	%10 .66	%13. 91	%16	%11 .47	%13. 20	%18. 54	%9.01 6	%9.4 5	%10. 78	%43. 75	%12. 55	%10. 58	%13. 18	%12. 17
Dis agr ee	19	101	48	42	19	11	37	44	34	5	30	4	68	18	81	39
	%18 .627	%31 .172	%32	%36. 52	%19	%18 .03	%49. 90	%35. 48	%27.8 6	%6.7 5	%29. 41	%25 %	%30. 49	%21. 17	%26. 04	33.91
Tot al	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%10 0	%10 0	%10 0	%10 0	%10 0	%10 0	%10 0	%100	%100	%100	%100	%100	%100	%100	%10 0	%100
Means									Standard .Deviation							
3.2									0.7							

The above table shows participants answer about the statement (Match the information available from systems Decision support used with Position needs) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%57.33).the second choice (not sure)scored (%10.66)and the option (disagree) occupied the final status of the total (48) participants of the percentage (%32) clarification and response of those whose age were between (30 to 30 years) were about (%49.56) the percentage (%13.91)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%36.52). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%65) then (%16) comes who chose (not sure), then lowest status is (%19) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%70.49) then the percentage (%11.47) comes which is the answer of these who preferred (not sure) and (disagree) (%18.03 according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (189) and their percentage were (%60.77) then (41) of them chose (not sure) scored (%13.18). The lowest status was (%26.04) of those who were (81) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (62) and their percentage was (%53.91) comes. The percentage was (%12.17) who was (14) last preferred (not sure). The lowest statuses were (%33.91) who were (39) of the sample members preferred (disagree) with this question.

18. Care management views and suggestions of employees on the use of decision support systems.

Table (4.2.18)

Q 18	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Management	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	76	187	96	70	53	44	72	71	70	50	50	3	138	72	206	57
	%74.509	%57.716	%64	%60.86	%53	%72.13	%67.92	%57.25	%57.37	%67.5	%49.01	%18.75	%61.88	%84.70	%66.23	%49.56
Not sure	4	52	17	12	17	10	13	21	18	4	15	5	30	6	38	18
	%3.921	%16.049	%11.33	%10.43	%17	%16.39	%12.26	%16.93	%14.75	%5.40	%14.70	%31.25	%13.45	%7.058	12.21	%15.65
Disagree	22	85	37	33	30	7	21	32	34	20	37	8	55	7	67	40
	%6.790	%26.234	%24.66	%28.69	%30	%11.47	%19.81	%25.80	%27.86	%27	%36.27	%50	%24.66	%8.235	%21.54	%34.78
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.4									0.6							

The above table shows participants answer about the statement (Care management views and suggestions of employees on the use of decision support systems.) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%64).the second choice (not sure)scored (%11.33)and the option (disagree) occupied the final status of the total (37) participants of the percentage (%24.66) clarification and response of those whose age were between (30 to 30 years) were about (%60.86)the percentage (%10.34)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%28.69). It was the response of those whose age was between (40-49 years). Repeating

this answer recorded (%53) then (%17) comes who chose (not sure), then lowest status is (%30) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%72.13) then the percentage (%16.39) comes which is the answer of these who preferred (not sure) and (disagree) (%11.47) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (206) and their percentage were (%66.23) then (38) of them chose (not sure) scored (%12.21). The lowest status was (%21.54) of those who were (67) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (57) and their percentage was (%49.56) comes. The percentage was (%15.65) who was (18) last preferred (not sure). The lowest statues were (%34.78) who were (40) of the sample members preferred (disagree) with this question.

19. Leaders provide the necessary requirements for improving the use of decision support systems

Table (4.2.19)

Q 19	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Management	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	91	277	125	101	88	52	92	104	106	66	87	10	192	79	271	97
	%89.215	%85.493	%83.33	%87.82	%88	%85.24	%90.19	%83.87	%86.88	%89.1	%85.29	%62.5	%86.09	%92.94	%87.13	%84.34
Not sure	2	23	9	7	5	4	5	9	9	2	8	2	13	2	18	7
	%1.960	%7.098	%6	%6.086	%5	%6.557	%4.716	%7.258	%7.377	%2.70	%7.843	%12.5	%5.829	%2.352	%5.787	%6.086
Disagree	9	24	14	7	7	5	9	11	7	6	7	4	18	4	22	11
	%8.823	%7.407	%9.333	%6.086	%7	%8.196	%8.490	%8.870	%5.737	%8.10	%6.862	%25%	%8.071	%4.705	%7.073	%9.565
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.4									0.6							

The above table shows participants answer about the statement (Care management views and suggestions of employees on the use of decision support systems.) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%83.33).the second choice (not sure)scored (%6)and the option (disagree) occupied the final status of the total (14) participants of the percentage (%9.33) clarification and response of those whose age were between (30 to 30 years) were about (%87.82)the percentage (%6.086)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%6.086). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%88) then (%5) comes who chose (not sure), then lowest status is

(%7) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%85.24) then the percentage (%6.557) comes which is the answer of these who preferred (not sure) and (disagree) (%8.196) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (271) and their percentage were (%87.13) then (18) of them chose (not sure) scored (%5.787). The lowest status was (%7.073) of those who were (22) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (97) and their percentage was (%84.34) comes. The percentage was (%6.086) who was (7) last preferred (not sure). The lowest statuses were (%9.565) who were (11) of the sample members preferred (disagree) with this question.

20.Work activities at the university related to organizational structure
Table (4.2.20)

Q 20	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	More 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Management	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	77	221	95	69	83	50	74	84	82	58	76	4	151	67	220	78
	%75.490	%68.209	%63.33	%60	%83	%81.96	%69.81	%67.74	%67.21	%78.3	%74.50	%25%	%67.71	%78.82	%70.73	%67.82
Not sure	16	66	32	29	13	8	23	26	26	7	17	7	52	6	56	26
	%15.686	%20.370	%21.33	%25.21	%13	%13.11	%21.69	%20.96	%21.31	%9.45	%16.66	%43.75	%23.31	%7.058	%18.00	%22.60
Disagree	9	37	22	17	4	3	9	14	14	9	9	5	20	12	35	11
	%8.823	%11.419	%14.66	%14.78	%4%	%4.918	%8.490	%11.29	%11.47	%12.1	%8.823	531.25	%8.968	%14.11	%11.25	%9.565
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.6									0.4							

The above table shows participants answer about the statement (Work activities at the university related to organizational structure) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%63).the second choice (not sure)scored (%21.33)and the option (disagree) occupied the final status of the total (22) participants of the percentage (%14.66) clarification and response of those whose age were between (30 to 30 years) were about (%60)the percentage (%25.21)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%14.78). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%83) then (%13) comes who chose (not sure), then lowest status is (%4) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%81.96) then the percentage (%13.11) comes which is the answer of these who preferred (not sure) and (disagree) (%4.918) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (220) and their percentage were (%70.73) then (56) of them chose (not sure) scored (%18). The lowest status was (%11.25) of those who were (35) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (78) and their percentage was (%67.82) comes. The percentage was (%22.60) who was (26) last preferred (not sure). The lowest statues were (%9.565) who were (11) of the sample members preferred (disagree) with this question.

21. Effective training programs to help private no administrative decisions

Table (4.2.21)

Q 21	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	More 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	41	211	87	64	54	47	73	65	58	56	65	1	126	60	182	70
	540.196	%65.123	%58	%55.62	%54	%77.04	%68.86	%52.41	%47.54	%75.6	%63.72	%6.25	%56.50	%70.58	%58.52	%60.86
Not sure	20	62	32	25	24	1	10	31	31	10	15	7	44	16	62	20
	%19.607	%19.135	%21.33	%21.73	%24	%1.6.39	%9.433	%25	%25.40	%13.5	%14.70	43.75	%19.73	%18.82	%19.93	%17.39
Disagree	41	51	31	26	22	13	23	28	33	8	22	8	53	9	67	25
	%40.196	%15.740	%20.66	%22.60	%22	%21.31	%21.69	%22.58	%27.04	%10.8	%21.56	%50	%23.76	%10.58	%21.54	%21.73
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.2									0.8							

The above table shows participants answer about the statement (Effective training programs to help private no administrative decisions) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%58).the second choice (not sure)scored (%21)and the option (disagree) occupied the final status of the total (31) participants of the percentage (%20.66) clarification and response of those whose age were between (30 to 30 years) were about (%55.62)the percentage (%21,73)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%22.60). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%54) then (%24) comes who chose (not sure), then lowest status is (%22) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the

percentage (%77.04) then the percentage (%1.639) comes which is the answer of these who preferred (not sure) and (disagree) (%21.31) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (182) and their percentage were (%58.52) then (62) of them chose (not sure) scored (%19.93). The lowest status was (%21.54) of those who were (67) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (70) and their percentage was (%60.86) comes. The percentage was (%17.39) who was (20) last preferred (not sure). The lowest statues were (%21.73) who were (25) of the sample members preferred (disagree) with this question.

22.Attend the training courses offered work and fast delivery lead.

Table (4.2.22)

Q 22	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	69	125	70	55	45	24	44	53	58	39	39	11	100	44	144	50
	%67.647	%38.580	%46.66	%47.82	%45.45	%39.34	%41.50	%42.74	%47.54	%52.7	%38.23	%68.75	%44.84	%51.76	%46.30	%43.47
Not sure	12	87	32	28	25	14	23	33	27	16	34	5	48	12	75	24
	%11.764	%26.851	%21.33	%24.34	%25.25	%22.95	%21.69	%26.61	%22.13	%21.6	%33.33	%31.25	%21.52	%14.11	%24.11	%20.86
Disagree	21	112	48	32	30	23	39	38	37	19	29	0	75	29	92	41
	%20.588	%34.576	%32.32	%27.82	%30.30	%37.70	%36.79	%30.64	%30.32	%25.6	%28.43	%0.0	%33.63	%34.11	%29.58	%35.65
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.0									1.2							

The above table shows participants answer about the statement (Attend the training courses offered work and fast delivery lead) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%46.66).the second choice (not sure)scored (%21.33)and the option (disagree) occupied the final status of the total (48) participants of the percentage (%32) clarification and response of those whose age were between (30 to 30 years) were about (%47.82)the percentage (%24.34)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%27.82). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%45) then (%25) comes who chose (not sure), then lowest status is (%30) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%39.34) then the percentage (%22.95) comes which is the answer of these who preferred (not sure) and (disagree) (%37.70) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (144) and their percentage were (%46.30) then (75) of them chose (not sure) scored (%24.11). The lowest status was (%29.58) of those who were (92) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (50) and their percentage was (%43.47) comes. The percentage was (%20.86) who was (24) last preferred (not sure). The lowest statues were (%35.65) who were (41) of the sample members preferred (disagree) with this question.

23. Administrative decisions to simplify administrative procedures and increase the speed of work

Table (4.2.23)

Q 23	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Management	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	59	189	90	65	55	38	71	79	35	63	54	7	133	54	197	41
	%57.843	%58.333	%60	%56.52	%55	%62.29	%66.98	%63.70	%28.68	%85.1	%52.94	%43.75	%59.64	%63.52	%63.34	%44.34
Not sure	11	76	29	21	25	12	23	11	47	6	24	7	39	17	58	29
	%10.784	%23.456	%19.33	%18.26	%25	%19.67	%21.69	%8.870	%38.52	%8.10	%23.52	%43.75	%17.48	%20	%18.64	%25.21
Disagree	32	59	31	29	20	11	12	34	40	5	24	2	51	14	56	35
	%31.372	%18.209	%20.66	%25.21	%20	%18.03	%11.32	%27.41	%32.78	%6.75	%23.52	%12.5	%22.86	%16.47	%18.00	%30.43
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.1									0.6							

The above table shows participants answer about the statement (Administrative decisions to simplify administrative procedures and increase the speed of work) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%60).the second choice (not sure)scored (%19.33)and the option (disagree) occupied the final status of the total (31) participants of the percentage (%20.66) clarification and response of those whose age were between (30 to 30 years) were about (%56.52)the percentage (%18.26)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%25.21). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%55) then (%25) comes who chose (not sure), then lowest status is

(%20) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%62.29) then the percentage (%19.67) comes which is the answer of these who preferred (not sure) and (disagree) (%18.03 according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (197) and their percentage were (%63.34) then (58) of them chose (not sure) scored (%18.64). The lowest status was (%18) of those who were (56) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (51) and their percentage was (%44.34) comes. The percentage was (%25.21) who was (29) last preferred (not sure). The lowest statues were (%30.43) who were (35) of the sample members preferred (disagree) with this question.

24. Administrative decisions in universities reduce the work effort

Table (4.2.24)

Q 24	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	46	239	106	64	68	47	73	102	54	56	72	5	143	65	222	63
	%45.098	%73.765	%70.66	%55.65	%68	%77.04	%68.83	%82.25	%44.26	%75.6	%70.58	%31.25	%64.12	%76.47	%71.38	%54.78
Not sure	21	44	22	28	11	4	22	9	21	13	19	4	38	4	41	24
	%20.588	%13.580	%14.66	%24.34	%11	%6.557	%20.75	%7.258	%17.21	%17.5	%18.62	%25	%17.04	%4.705	%13.18	%20.86
Disagree	35	41	22	23	21	10	11	13	47	5	11	7	42	16	48	28
	%34.313	%12.654	%14.66	%20	%21	%16.39	%10.37	%10.48	%38.52	%6.75	%10.78	%43.75	%18.83	%18.82	%15.43	%24.34
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.8									0.4							

The above table shows participants answer about the statement (Administrative decisions in universities reduce the work effort.) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%70.66).the second choice (not sure)scored (%14.66)and the option (disagree) occupied the final status of the total (22) participants of the percentage (%14.66) clarification and response of those whose age were between (30 to 30 years) were about (%55.65) the percentage (%24.34)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%20). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%68) then (%11) comes who chose (not sure), then lowest status is (%21) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%77.04) then the percentage (%6.557) comes which is the answer of these who preferred (not sure) and (disagree) (%16.39) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (222) and their percentage were (%71.38) then (41) of them chose (not sure) scored (%13.18). The lowest status was (%15.43) of those who were (48) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (63) and their percentage was (%54.78) comes. The percentage was (%20.86) who was (24) last preferred (not sure). The lowest statues were (%24.34) who were (28) of the sample members preferred (disagree) with this question.

25.Awareness and understanding of top management support The idea of using the post of associate in administrative decisions.

Table (4.2.25)

Q 25	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	66	221	103	74	58	52	71	91	69	56	67	9	139	72	224	63
	%64.705	%68.209	%68.66	%64.34	%58	%85.24	%68.98	%73.38	%56.55	%75.6	%65.68	%56.25	%62.33	%84.70	%72.02	%54.78
Not sure	23	58	28	22	25	6	19	21	31	10	23	3	50	5	50	31
	%22.549	%17.901	%18.66	%19.13	%25	%9.836	%17.92	%16.93	%25.40	%13.5	%22.54	%18.75	%22.42	%5.882	%16.07	%26.95
Disagree	13	45	19	19	17	3	16	12	22	8	12	4	34	8	37	21
	%12.745	%13.888	%12.66	%16.52	%17	%4.918	%15.09	%9.677	%18.03	%10.8	%11.76	%25	%15.24	%9.411	%11.89	%18.26
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.6									0.6							

The above table shows participants answer about the statement (Administrative decisions in universities reduce the work effort.) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%68.66).the second choice (not sure)scored (%18.66)and the option (disagree) occupied the final status of the total (19) participants of the percentage (%12.66) clarification and response of those whose age were between (30 to 30 years) were about (%64.34)the percentage (%19.13)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%16.52). It was the response of those whose age was between (40-49 years). Repeating this answer recorded

(%58) then (%25) comes who chose (not sure), then lowest status is (%17) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%85.24) then the percentage (%9.836) comes which is the answer of these who preferred (not sure) and (disagree) (%4.918) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (224) and their percentage were (%72.02) then (50) of them chose (not sure) scored (%16.07). The lowest status was (%11.89) of those who were (37) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (63) and their percentage was (%54.78) comes. The percentage was (%26.95) who was (31) last preferred (not sure). The lowest statues were (%18.26) who were (21) of the sample members preferred (disagree) with this question.

26. Inadequate work for an ambitious and wishes of the workers and meet their needs and the lack of freedom for creativity, innovation and a feeling of security and stability.

Table (4.2.26)

Q 26	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Management	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	61	213	95	76	63	40	69	84	70	51	79	5	140	50	208	66
	%59.803	%65.740	%63.33	%66.08	%63	%65.57	%65.09	%67.74	%57.37	%68.9	%77.45	%31.25	%62.78	%58.82	%66.88	%57.39
Not sure	9	56	26	18	12	9	20	9	30	6	12	11	23	19	44	21
	%8.823	%17.283	%17.33	%15.65	%12	%14.75	%18.86	%7.258	%24.59	%8.10	%11.76	%68.75	%10.31	%22.35	%14.14	%18.26
Disagree	32	55	29	21	25	12	17	31	22	17	11	0	60	16	59	28
	%31.372	%16.975	%19.33	%18.26	%25	%19.67	%16.03	%25	%18.03	%22.9	%10.78	%0.00	%26.90	%18.82	%18.97	%24.34
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.6									0.6							

The above table shows participants answer about the statement (Inadequate work for an ambitious and wishes of the workers and meet their needs and the lack of freedom for creativity, innovation and a feeling of security and stability) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%63.33).the second choice (not sure)scored (%17.33)and the option (disagree) occupied the final status of the total (29) participants of the percentage (%19.33) clarification and response of those whose age were between (30 to 30 years) were about (%66.08)the percentage (%15.65)comes after which is the response of those who preferred

(not sure). Then the lowest status was of those who has chosen (disagree) recorded (%18.26). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%63) then (%12) comes who chose (not sure), then lowest status is (%25) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%65.57) then the percentage (%14.75) comes which is the answer of these who preferred (not sure) and (disagree) (%19.67) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (208) and their percentage were (%66.88) then (44) of them chose (not sure) scored (%14.14). The lowest status was (%18.97) of those who were (59) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (66) and their percentage was (%57.39) comes. The percentage was (%18.26) who was (21) last preferred (not sure). The lowest statues were (%24.34) who were (28) of the sample members preferred (disagree) with this question.

27.lack of interest with the participation of leaders and the lack of justice and equality and the spread of favoritism and administrative corruption and ignored, and the absence of the role of the working groups and the loss of appropriate training programs to improve the performance and capacity development workers

Table (4.2.27)

Q 27	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	39	193	86	58	48	40	49	67	75	41	71	0	105	56	182	50
	%38.235	%59.567	%57.33	%50.43	%48	%65.57	%46.22	%54.03	%61.47	%55.4	%69.60	%0.00	%47.08	%65.88	%58.52	%43.52
Not sure	32	89	37	34	33	17	36	34	40	11	18	6	76	21	79	42
	%31.372	%27.469	%24.66	%29.56	%33	%27.86	%33.96	%27.41	%32.78	%14.8	%17.64	%37.5	%34.08	%24.70	%25.40	%36.52
Disagree	31	42	27	23	19	4	21	23	7	22	13	10	42	8	50	23
	%30.392	%12.962	%18	%20	%19	%6.557	%19.81	%18.54	%5.737	%18	%12.74	%62.5	%18.83	%9.411	%16.07	%20
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.2									0.7							

The above table shows participants answer about the statement (lack of interest with the participation of leaders and the lack of justice and equality and the spread of favoritism and administrative corruption and ignored, and the absence of the role of the working groups and the loss of appropriate training programs to improve the performance and capacity development workers) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%57.33).the second choice (not sure)scored (%24.66)and the option (disagree) occupied the final status of the total (27)

participants of the percentage (%18) clarification and response of those whose age were between (30 to 30 years) were about (%50.43)the percentage (%29.56)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%20). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%48) then (%33) comes who chose (not sure), then lowest status is (%19) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%65.57) then the percentage (%27.86) comes which is the answer of these who preferred (not sure) and (disagree) (%6.557) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (182) and their percentage were (%58.52) then (79) of them chose (not sure) scored (%25.40). The lowest status was (%16.07) of those who were (50) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (50) and their percentage was (%43.47) comes. The percentage was (%36.52) who was (42) last preferred (not sure). The lowest statues were (%20) who were (23) of the sample members preferred (disagree) with this question.

28.The lack of a clear policy and the public to choose the leaders of the facilities in realization, which loses its main entrance facilities to form an effective administrative leadership, have the ability to communication in the presence of a series of documented

Table (4.2.28)

Q 28	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Management	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	53	161	73	46	54	41	74	58	49	33	52	5	86	71	150	67
	%51.960	%49.691	%48.66	%40	%54	%67.21	%69.81	%46.77	%40.16	%44.5	%50.98	%31.25	%38.56	%83.52	%48.23	%58.26
Not sure	12	88	34	32	27	7	9	22	40	29	17	8	71	4	79	26
	%11.764	%27.160	%22.66	%27.82	%27	%11.47	%8.490	%17.74	%32.78	%39.1	%16.66	%50%	%31.83	%4.705	%25.40	%22.60
Disagree	37	75	43	37	19	13	23	44	33	12	33	3	66	10	82	22
	%36.274	%23.148	%28.66	%32.17	%19	%21.31	%21.69	%35.48	%27.04	%16.2	%32.35	%18.75	%29.59	%11.76	%26.36	%19.13
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.8									0.6							

The above table shows participants answer about the statement (The lack of a clear policy and the public to choose the leaders of the facilities in realization, which loses its main entrance facilities to form an effective administrative leadership, have the ability to communication in the presence of a series of documented) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%48.66).the second choice (not sure)scored (%22.66)and the option (disagree) occupied the final status of the total (43) participants of the percentage (%28.66) clarification and response of those whose age were between (30 to 30 years) were about

(%40)the percentage (%27.82)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%32.17). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%54) then (%27) comes who chose (not sure), then lowest status is (%19) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%67.21) then the percentage (%11.47) comes which is the answer of these who preferred (not sure) and (disagree) (%21.31) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (168) and their percentage were (%54.01) then (68) of them chose (not sure) scored (%21.86). The lowest status was (%24.11) of those who were (75) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (46) and their percentage was (%40) comes. The percentage was (%27.82) who was (32) last preferred (not sure). The lowest statues were (%28.66) who were (37) of the sample members preferred (disagree) with this question.

29.Most of the administrative leaders to adopt the style and method of absolute freedom to choose the directors of departments and heads of sections despite the lack of validity, especially in the executive levels this method

Table (4.2.29)

Q 29	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	39	178	64	55	57	41	46	65	60	52	56	6	88	73	87	56
	%38.235	%54.938	%42.66	%47.82	%57	%67.21	%43.36	%52.41	%49.18	%70.2	%54.90	%37.5	%39.46	%85.88	%27.97	%48.69
Not sure	39	66	44	29	22	10	41	37	44	12	34	6	88	6	183	37
	%38.235	%20.370	%29.33	%25.21	%22	%16.39	%38.67	%29.83	%36.06	%16.2	%33.33	%37.5	%39.46	%7.058	%58.84	%31.17
Disagree	24	80	42	31	21	16	19	22	18	10	12	4	47	6	41	22
	%23.529	%24.691	%28	%26.95	%21	%16.39	%17.92	%17.74	%14.75	%13.5	%11.76	%25%	%21.07	%7.058	%13.18	%19.13
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.9									0.5							

The above table shows participants answer about the statement (Most of the administrative leaders to adopt the style and method of absolute freedom to choose the directors of departments and heads of sections despite the lack of validity, especially in the executive levels this) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%42.66).the second choice (not sure)scored (%29.33)and the option (disagree) occupied the final status of the total (42) participants of the percentage (%28) clarification and response of those whose age were between (30 to 30 years) were about (%47.82)the percentage (%25.21)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who

has chosen (disagree) recorded (26.95). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%57) then (%22) comes who chose (not sure), then lowest status is (%921) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%67.21) then the percentage (%16.39) comes which is the answer of these who preferred (not sure) and (disagree) (%16.39) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (150) and their percentage were (%48.23) then (79) of them chose (not sure) scored (%25.40). The lowest status was (%26.36) of those who were (82) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (67) and their percentage was (%58.26) comes. The percentage was (%22.60) who was (26) last preferred (not sure). The lowest statues were (%19.13) who were (22) of the sample members preferred (disagree) with this question.to adopt the style and method of absolute freedom to choose the directors of departments and heads of sections despite the lack of validity, especially in the executive

30. The existence of a distinct lack of training of administrative leaders and the absence of a functional description of the various functions at the university.

Table (4.2.30)

Q 30	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	43	100	39	25	51	28	11	56	52	24	23	9	100	11	162	69
	%42.156	%30.864	%26	%21.73	%51	%45.90	%10.37	%45.16	%42.62	%32.4	%22.54	%56.25	%44.84	%12.94	%52.09	%60
Not sure	32	188	88	74	35	23	79	46	48	47	65	1	93	61	88	22
	%31.372	%58.024	%58.66	%64.34	%35	%37.70	%74.52	%37.09	%39.34	%63.5	%63.72	%6.25	%41.70	%71.76	%28.29	%19.13
Disagree	27	36	23	16	14	10	16	22	22	3	14	6	30	13	61	24
	%26.470	%11.111	%15.33	%13.91	%14	%16.39	%15.09	%17.74	%18.03	%4.05	%13.72	%37.5	%13.45	%15.29	%19.61	%20.86
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.8									0.5							

The above table shows participants answer about the statement (The existence of a distinct lack of training of administrative leaders and the absence of a functional description of the various functions at the university.) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%26).the second choice (not sure)scored (%58.66)and the option (disagree) occupied the final status of the total (23) participants of the percentage (%15.33) clarification and response of those whose age were between (30 to 30 years) were about (%21.73)the percentage (%64.34)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%13.91). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%51) then (%35) comes who

chose (not sure), then lowest status is (%14) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%45.90) then the percentage (%37.70) comes which is the answer of these who preferred (not sure) and (disagree) (%16.39 according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (87) and their percentage were (%27.97) then (183) of them chose (not sure) scored (%58.84). The lowest status was (%13.18) of those who were (41) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (56) and their percentage was (%48.69) comes. The percentage was (%32.17) who was (37) last preferred (not sure). The lowest statues were (%19.13) who were (22) of the sample members preferred (disagree) with this question.to adopt the style and method of absolute freedom to choose the directors of departments and heads of sections despite the lack of validity, especially in the executive

31.Non-vacancy announcement and sufficiency previous requests of the Organization lose the chance of finding high employee qualifications and capabilities to help apply the human development strategy in the long term at university.

Table (4.2.31)

Q 31	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	19	212	73	58	52	48	65	62	45	59	57	5	117	52	98	45
	%18.627	%65.432	%48.66	%50.43	%52	%78.68	%61.32	%50	%36.88	%79.7	%55.88	%31.25	%52.46	%61.17	%31.51	%39.13
Not sure	44	66	42	29	31	8	13	44	43	10	34	0	54	22	99	21
	%43.137	%20.370	%28	%25.21	%31	%13.11	%12.26	%35.48	%35.24	%13.5	%33.33	%0.00	%24.21	%25.88	%31.83	%18.26
Disagree	39	46	35	28	17	5	28	18	34	5	11	11	52	11	114	49
	%38.235	%14.197	%23.33	%24.34	%17	%4.347	%26.41	%14.51	%27.86	%6.75	%10.78	%68.75	%23.31	%12.94	%36.65	%42.60
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.8									0.4							

The above table shows participants answer about the statement (Non-vacancy announcement and sufficiency previous requests of the Organization lose the chance of finding high employee qualifications and capabilities to help apply the human development strategy in the long term at university.) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%48.66).the second choice (not sure)scored (%28)and the option (disagree) occupied the final status of the total (35) participants of the percentage (%23.33) clarification and response of those whose age were between (30 to 30 years) were about (%50.43)the percentage (%25.21)comes after which is the response of those who preferred (not sure). Then the

lowest status was of those who has chosen (disagree) recorded (%24.34). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%52) then (%31) comes who chose (not sure), then lowest status is (%17) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%78.68) then the percentage (%13.11) comes which is the answer of these who preferred (not sure) and (disagree) (%4.347) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (162) and their percentage were (%52.09) then (88) of them chose (not sure) scored (%28.29). The lowest status was (%19.61) of those who were (61) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (69) and their percentage was (%60) comes. The percentage was (%19.13) who was (22) last preferred (not sure). The lowest statues were (%20.86) who were (24) of the sample members preferred (disagree) with this question.to adopt the style and method of absolute freedom to choose the directors of departments and heads of sections despite the lack of validity, especially in the executive

32. participation of agents and technical colleges in the subjects and issues that arise in the Board of colleges won high approval

Table (4.2.32)

Q 32	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30- 39	40- 49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diplo ma	Mater	PHD	Man age ment	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23 .943	%76 .056	%35 .21	%26. 99	%23 .47	%14 .31	%24. 882	%29. 107	%28.6 38	%17. 375	%23. 94	%3.7 7	%52. 34	%19. 95	%73. 005	%26. 995
Ag ree	41	102	51	44	33	15	44	52	31	16	37	11	83	12	160	54
	%40 .196	%31 .481	%34	%38. 26	%33	%24 .59	%41. 50	%41. 93	%25.4 0	%21. 6	%36. 27	%68. 75	%37. 21	%14. 11	%51. 44	%46. 95
No t sur e	21	99	46	42	23	9	33	33	34	20	29	3	56	32	65	23
	%20 .588	%30 .555	%30 .66	%36. 52	%23	%14 .75	%31. 13	%26. 61	%27.4 1	%27	%28. 43	%18. 75	%25. 11	%37. 64	%20. 90	%20. 00
Dis agr ee	40	123	53	29	44	37	29	39	57	38	36	2	84	41	86	38
	%39 .215	%37 .962	%35 .33	%25. 21	%44	%60 .65	%27. 35	%31. 45	%46.7 2	%51. 3	%35. 29	%12. 5	%37. 66	%48. 23	%27. 65	%33. 04
Tot al	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%10 0	%10 0	%10 0	%10 0	%10 0	%10 0	%10 0	%100	%100	%100	%100	%100	%100	%100	%10 0	%100
Means									Standard .Deviation							
3.9									0.6							

The above table shows participants answer about the statement (participation of agents and technical colleges in the subjects and issues that arise in the Board of colleges won high approval) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%34).the second choice (not sure)scored (%30.66)and the option (disagree) occupied the final status of the total (53) participants of the percentage (%35.33) clarification and response of those whose age were between (30 to 30 years) were about (%38.26)the percentage (%36.52)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%25.21). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%33) then (%23) comes who chose (not sure), then lowest status is (%44) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%24.59) then the percentage (%14.75) comes which is the answer of these who

preferred (not sure) and (disagree) (%60.65 according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (98) and their percentage were (%31.51) then (99) of them chose (not sure) scored (%31.83). The lowest status was (%36.65) of those who were (114) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (45) and their percentage was (%39.13) comes. The percentage was (%18.26) who was (21) last preferred (not sure). The lowest statuses were (%42.60) who were (49) of the sample members preferred (disagree) with this question.to adopt the style and method of absolute freedom to choose the directors of departments and heads of sections despite the lack of validity, especially in the executive.

33.Sharing agents and heads of departments in the decision-making in the field of financial affairs got a high degree of approval.

Table (4.2.33)

Q 33	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemet	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	67	147	73	60	53	28	57	72	54	31	47	6	105	56	220	64
	%65.686	%45.370	%48.66	%52.17	%53	4%5.90	%53.77	%58.06	%44.26	%41.8	%46.07	%37.5	%47.08	%65.88	%70.73	%55.65
Not sure	12	76	31	26	14	17	19	17	38	14	31	7	38	12	32	12
	%11.762	%23.456	%20.66	%22.60	%14	%27.86	%17.92	%13.70	%31.14	%18.9	%30.39	%43.75	%17.04	%14.11	%10.28	%10.43
Disagree	23	101	46	29	33	16	30	35	30	29	24	3	80	17	59	39
	%22.549	%31.172	%30.66	%25.21	%33	%26.22	%28.30	%28.22	%24.59	%39.1	%23.52	%18.75	%35.87	%20%	%18.97	%33.91
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.8									0.6							

The above table shows participants answer about the statement (Sharing agents and heads of departments in the decision-making in the field of financial affairs got a high degree of approval) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%48.66).the second choice (not sure)scored (%20.66)and the option (disagree) occupied the final status of the total (46) participants of the percentage (%30.66) clarification and response of those whose age were between (30 to 30 years) were about (%52.17)the percentage (%22.60)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%25.21). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%53) then (%14) comes who chose (not sure), then lowest status is (%33) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%45.90) then the percentage (%27.86) comes which is the answer of these who preferred (not sure) and (disagree) (%26.22) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (160) and their percentage were (%51.44) then (65) of them chose (not sure) scored (%20.90). The lowest status was (%27.65) of those who were (86) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (54) and their percentage was (%46.95) comes. The percentage was (%20) who was (23) last preferred (not sure). The lowest statues were (%33.04) who were (38) of the sample members preferred (disagree) with this question.

34.The administrative decision-making process is an important place in the administrative activity was interested by most scientists' administration.

Table (4.2.34)

Q 34	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Management	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	55	229	100	74	68	42	74	76	80	54	70	9	140	65	89	44
	%53.921	%70.769	%66.66	%64.34	%68	%68.85	%69.81	%61.29	%65.57	%72.9	%68.62	%56.25	%62.78	%76.47	%28.61	%38.26
Not sure	16	28	11	14	10	9	9	15	11	9	11	0	22	11	145	56
	%15.686	%8.641	%7.333	%12.17	%10	%14.75	%8.490	%12.09	%9.016	%12.1	%10.78	%0.00	%9.865	%12.94	%46.62	%48.69
Disagree	31	67	39	27	22	10	23	33	31	11	21	7	61	9	77	15
	%30.392	%20.679	%26	%23.47	%22	%16.39	%21.69	%26.61	%25.40	%14.8	%11.76	%43.75	%27.35	%10.58	%24.75	%13.04
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.7									0.6							

The above table shows participants answer about the statement (Sharing agents and heads of departments in the decision-making in the field of financial affairs got a high degree of approval) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%66.66).the second choice (not sure)scored (%7.33)and the option (disagree) occupied the final status of the total (39) participants of the percentage (%26) clarification and response of those whose age were between (30 to 30 years) were about (%64.34)the percentage (%12.17)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%23.47). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%68) then (%10) comes who chose (not sure), then lowest status is (%22) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this

answer of the percentage (%68.85) then the percentage (%14.75) comes which is the answer of these who preferred (not sure) and (disagree) (%16.39) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (220) and their percentage were (%70.73) then (32) of them chose (not sure) scored (%10.28). The lowest status was (%18.97) of those who were (59) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (64) and their percentage was (%55.65) comes. The percentage was (%10.43) who was (12) last preferred (not sure). The lowest statues were (%33.91) who were (39) of the sample members preferred (disagree) with this question.

35.It represents the basic performance to judge the effectiveness of individuals and administrative units and organizations.

Table (4.2.35)

Q 35	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	46	87	44	45	22	22	42	28	62	1	15	9	96	13	120	19
	%45.098	%26.851	%29.33	%39.13	%22	%36.06	%39.62	%22.58	%50.81	%1.35	%14.70	%56.25	%43.04	%15.29	%38.58	%16.52
Not sure	43	158	76	42	55	28	47	66	27	61	65	1	77	58	114	38
	%42.156	%48.765	%50.66	%36.52	%55	%45.90	%44.33	%53.22	%22.13	%82.4	%63.72	%6.25	%34.52	%68.23	%36.65	%33.04
Disagree	13	79	30	28	23	11	17	30	33	12	22	6	50	14	77	58
	%12.745	%24.382	%20	%24.34	%23	%18.03	%16.03	%24.19	%27.04	%16.2	%21.56	%37.5	%22.42	%16.47	%24.75	%50.43
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.8									0.6							

The above table shows participants answer about the statement (It represents the basic performance to judge the effectiveness of individuals and administrative units and organizations) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%29.33).the second choice (not sure)scored (%50.66)and the option (disagree) occupied the final status of the total (30) participants of the percentage (%20) clarification and response of those whose age were between (30 to 30 years) were about (%39.13)the percentage (%36.52)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%24.34). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%22) then (%55) comes who chose (not sure), then lowest status is (%23) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%36.06) then the percentage (%45.90) comes which is the answer of these who preferred (not sure) and (disagree) (%18.03) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (89) and their percentage were (%28.61) then (145) of them chose (not sure) scored (%46.62). The lowest status was (%24.75) of those who were (77) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (44) and their percentage was (%38.26) comes. The percentage was (%48.69) who was (56) last preferred (not sure). The lowest statues were (%13.04) who were (15) of the sample members preferred (disagree) with this question.to adopt the style and method of absolute freedom to choose the directors of departments and heads of sections despite the lack of validity, especially in the executive.

36.Concern administrative decisions leading to the improvement and development of functional performance in universities

Table (4.2.36)

Q 36	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	26	113	41	41	46	11	44	32	34	29	26	26	26	26	280	101
	%25.490	%34.876	%27.33	%35.65	%46	%18.03	%41.50	%25.80	%27.86	%39.01	%25.490	%25.490	%25.490	%25.490	%90.03	%87.82
Not sure	41	111	51	43	41	17	26	54	66	8	41	41	41	41	15	4
	%40.196	%34.259	%34	%37.39	%41	%27.86	%24.52	%43.54	%54.09	%10.8	%40.196	%40.196	%40.196	%40.196	%4.823	%3.478
Disagree	35	100	58	31	13	33	36	28	22	37	35	35	35	35	16	10
	%34.313	%30.864	%38.66	%26.95	%13	%54.09	%36.96	%22.58	%18.03	%50	%34.313	%34.313	%34.313	%34.313	%5.144	%8.695
Total	102	324	150	115	100	61	106	124	122	74	102	102	102	102	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.6									1.2							

The above table shows participants answer about the statement (Concern administrative decisions leading to the improvement and development of functional performance in universities) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%27.33).the second choice (not sure)scored (%34)and the option (disagree) occupied the final status of the total (58) participants of the percentage (%38.66) clarification and response of those whose age were between (30 to 30 years) were about (%35.65)the percentage (%37.39)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%26.95). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%46) then (%41) comes who chose (not sure), then lowest status is (%13) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%18.03) then the percentage (%27.86) comes which is the

answer of these who preferred (not sure) and (disagree) (%54.09 according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (120) and their percentage were (%38.58) then (114) of them chose (not sure) scored (%36.65). The lowest status was (%24.75) of those who were (77) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (19) and their percentage was (%16.52) comes. The percentage was (%33.04) who was (38) last preferred (not sure). The lowest statues were (%50.43) who were (58) of the sample members preferred (disagree) with this question.

37.Interest in using administrative decisions properly needs to be competent administrative cadres in the field of administrative decisions.

Table (4.2.37)

Q 37	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	More 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemt	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	88	293	131	101	92	57	92	108	109	72	93	12	196	80	165	58
	%86.274	%90.432	%87.33	%87.82	%92	%93.44	%86.79	%87.09	%89.34	%97.2	%91.17	%75%	%87.89	%94.11	%53.05	%50.43
Not sure	7	12	9	6	3	1	6	7	5	1	3	3	10	3	97	37
	%2.862	%3.703	%6	%5.217	%3	%1.639	%5.660	%5.645	%4.098	%1.35	%2.941	%18.75	%4.484	%3.529	%31.18	%32.17
Disagree	7	19	10	8	5	3	8	9	8	1	6	1	17	2	49	20
	%2.862	%5.864	%6.666	%6.956	%5	%4.918	%7.547	%7.258	%6.557	%1.35	%5.882	%6.25	%7.623	%2.352	%15.75	%17.39
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.2									0.4							

The above table shows participants answer about the statement (Interest in using administrative decisions properly needs to be competent administrative cadres in the field of administrative decisions) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%87.33).the second choice (not sure)scored (%6)and the option (disagree) occupied the final status of the total (10) participants of the percentage (%6.66) clarification and response of those whose age were between (30 to 30 years) were about (%87.82)the percentage (%5.217)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%6.956). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%92) then (%3) comes who chose (not sure), then lowest status is (%5) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%93.44) then the percentage (%1.639) comes which is the answer of these who preferred (not sure) and (disagree) (%4.918) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (280) and their percentage were (%90.03) then (15) of them chose (not sure) scored (%4.823). The lowest status was (%5.144) of those who were (16) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (101) and their percentage was (%87.82) comes. The percentage was (%3.478) who was (4) last preferred (not sure). The lowest statues were (%8.695) who were (10) of the sample members preferred (disagree) with this question.

38.Get the best performance in the universities through the use of administrative decisions are correct.

Table (4.2.38)

Q 38	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Management	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	62	161	76	50	56	41	46	65	60	52	56	6	88	73	146	52
	%60.784	%49.961	%50.66	%43.47	%56	%67.21	%43.36	%52.41	%49.18	%70.2	%54.90	%37.5	%39.46	%85.88	%46.94	%45.21
Not sure	32	102	47	44	32	11	41	37	44	12	34	6	88	6	66	17
	%31.372	%31.481	%31.33	%38.26	%32	%18.03	%38.67	%29.83	%36.06	%16.2	%33.33	%37.5	%39.46	%7.058	%21.22	%14.78
Disagree	8	61	27	21	12	9	19	22	18	10	12	4	47	6	99	46
	%7.843	%18.827	%18	%18.26	%12	%14.75	%17.92	%17.74	%14.75	%13.5	%11.76	%25	%21.07	%7.058	%31.83	%40
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	5100	%100	%100	%100
Means									Standard .Deviation							
3.1									0.7							

The above table shows participants answer about the statement (Get the best performance in the universities through the use of administrative decisions are correct.) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%5.66).the second choice (not sure)scored (%31.33)and the option (disagree) occupied the final status of the total (27) participants of the percentage (%18) clarification and response of those whose age were between (30 to 30 years) were about (%43.47)the percentage (%38.26)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%18.26). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%56) then (%32) comes who chose (not sure), then lowest status is

(%12) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%67.21) then the percentage (%18.03) comes which is the answer of these who preferred (not sure) and (disagree) (%14.75) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (165) and their percentage were (%53.05) then (97) of them chose (not sure) scored (%31.18). The lowest status was (%15.75) of those who were (49) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (58) and their percentage was (%50.43) comes. The percentage was (%32.17) who was (37) last preferred (not sure). The lowest statues were (%17.39) who were (20) of the sample members preferred (disagree) with this question.

39.Differentiate Rector reduces time wastage and helps in decision-making in a timely manner.

Table (4.2.39)

Q 39	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	76	122	66	47	49	36	45	65	34	54	67	3	68	50	163	73
	%74.509	%37.654	%44	%40.86	%49	%59.01	%42.45	%54.41	%27.86	%72.09	%65.68	%18.75	%30.49	%58.82	%52.41	%63.47
Not sure	12	71	33	26	24	0	21	23	34	5	22	7	40	14	101	24
	%11.764	%21.913	%22	%22.60	%24	%0.00	%19.81	%18.54	%27.86	%6.75	%21.56	%43.75	%17.93	%16.47	%32.47	%20.86
Disagree	14	131	51	42	27	25	40	36	54	15	13	6	105	21	47	18
	%13.725	%40.432	%34	%36.52	%27	%40.98	%37.73	%29.03	%44.26	%20.2	%12.74	%37.5	%47.08	%24.70	%15.11	%15.65
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.8									0.6							

The above table shows participants answer about the statement (Differentiate Rector reduces time wastage and helps in decision-making in a timely manner.) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%44).the second choice (not sure)scored (22)and the option (disagree) occupied the final status of the total (51) participants of the percentage (%34) clarification and response of those whose age were between (30 to 30 years) were about (%40.86) the percentage (%22.60)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%36.52). It was the response of those whose age was between (40-49 years).

Repeating this answer recorded (%49) then (%25) comes who chose (not sure), then lowest status is (%27) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%59.01) then the percentage (%0.00) comes which is the answer of these who preferred (not sure) and (disagree) (%40.98) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (146) and their percentage were (%46.94) then (66) of them chose (not sure) scored (%21.22). The lowest status was (%31.83) of those who were (99) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (52) and their percentage was (%45.21) comes. The percentage was (%14.78) who was (17) last preferred (not sure). The lowest statuses were (%40) who were (46) of the sample members preferred (disagree) with this question.

40.Career affects performance on the road and establishes methods of administrative decisions in the organization as a basis for evaluating the effectiveness of those decisions.

Table (4.2.40)

Q 40	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	69	167	82	57	63	34	36	63	70	67	44	5	124	63	167	39
	%67.647	%51.543	%54.66	%49.56	%63	%55.73	%33.96	%50.80	%57.37	%90.5	%43.13	%31.25	%55.60	%74.11	%53.69	%33.91
Not sure	21	104	50	41	19	15	49	41	32	3	44	7	64	10	47	47
	%20.588	%32.098	%33.33	%35.65	%19	%24.59	%46.22	%33.06	%26.22	%4.05	%43.13	%43.75	%28.69	%11.76	%15.13	%40.86
Disagree	12	53	18	17	18	12	21	20	20	4	14	4	35	12	97	29
	%11.764	%16.358	%12	%14.78	%18	%19.67	%19.81	%16.12	%16.39	%5.40	%13.72	%25%	%15.69	%14.11	%31.18	%25.21
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.9									0.5							

The above table shows participants answer about the statement (Differentiate Rector reduces time wastage and helps in decision-making in a timely manner.) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%54.66).the second choice (not sure)scored (%33.33)and the option (disagree) occupied the final status of the total (18) participants of the percentage (%12) clarification and response of those whose age were between (30 to 30 years) were about (%49.56)the percentage (%35.65)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%14.78). It was the response of those whose age was between (40-49 years).

Repeating this answer recorded (%63) then (%19) comes who chose (not sure), then lowest status is (%18) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%55.73) then the percentage (%24.59) comes which is the answer of these who preferred (not sure) and (disagree) (%19.67) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (163) and their percentage were (%52.41) then (101) of them chose (not sure) scored (%32.47). The lowest status was (%15.11) of those who were (47) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (73) and their percentage was (%63.47) comes. The percentage was (%20.86) who was (24) last preferred (not sure). The lowest statuses were (%15.65) who were (18) of the sample members preferred (disagree) with this question.

41.The use of traditional patterns in management training operations and the lack of use of modern methods and techniques.

Table (4.2.41)

Q 41	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Management	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	73	133	69	43	62	32	71	50	55	30	46	0	100	60	62	46
	%71.568	%41.049	%46	%37.39	%62	%52.45	%66.98	%40.32	%45.08	%40.5	%45.09	%0.00	%44.84	%70.58	%19.93	%40
Not sure	15	79	37	31	16	10	17	22	31	24	35	5	43	11	84	38
	%14.705	%24.382	%24.66	%26.95	%16	%16.39	%16.03	%17.74	%25.40	%32.4	%34.31	%31.25	%19.28	%12.94	%27.00	%33.04
Disagree	14	112	44	41	22	19	18	52	36	20	21	11	80	14	165	31
	%13.725	%34.567	%29.33	%35.65	%22	%31.14	%16.98	%41.93	%29.50	%27	%20.58	%68.75	%35.87	%16.47	%53.05	%26.95
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.6									0.4							

The above table shows participants answer about the statement (The use of traditional patterns in management training operations and the lack of use of modern methods and techniques) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%46).the second choice (not sure)scored (%24.66)and the option (disagree) occupied the final status of the total (44) participants of the percentage (%29.33) clarification and response of those whose age were between (30 to 30 years) were about (%37.39)the percentage (%26.95)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%35.65). It was the response of those whose age was between (40-49

years). Repeating this answer recorded (%62) then (%16) comes who chose (not sure), then lowest status is (%22) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%52.45) then the percentage (%16.39) comes which is the answer of these who preferred (not sure) and (disagree) (%31.14) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (167) and their percentage were (%53.69) then (47) of them chose (not sure) scored (%15.11). The lowest status was (%31.18) of those who were (97) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (39) and their percentage was (%33.91) comes. The percentage was (%40.86) who was (47) last preferred (not sure). The lowest statuses were (%25.21) who were (29) of the sample members preferred (disagree) with this question.

42. The completions of most of the jobs are correct administrative decisions need to be highly functional skills through properly deal with the requirements of administrative decisions.

Table (4.2.42)

Q 42	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Management	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	23	85	36	36	22	14	33	32	32	11	24	6	60	18	205	73
	%22.549	%26.234	%24	%31.30	%22	%22.95	%31.13	%25.80	%26.22	%14.8	%23.52	%37.5	%26.90	%21.17	%65.91	%63.47
Not sure	45	77	43	40	26	13	40	29	51	2	32	6	63	21	70	24
	%44.117	%23.765	%28.66	%34.78	%26	%21.31	%37.73	%23.38	%41.80	%2.70	%31.37	%37.5	%28.25	%24.70	%22.50	%20.86
Disagree	34	162	71	39	52	34	33	63	39	61	46	4	100	46	36	18
	%33.333	%50.00	%47.33	%33.91	%52	%55.73	%31.13	%50.80	%31.96	%82.4	%45.09	%25	%44.84	%54.11	%11.57	%15.65
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.6									0.5							

The above table shows participants answer about the statement (The completions of most of the jobs are correct administrative decisions need to be highly functional skills through properly deal with the requirements of administrative decisions) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%24).the second choice (not sure)scored (%28.66)and the option (disagree) occupied the final status of the total (71) participants of the percentage (%47.33) clarification and response of those whose age were between (30 to 30 years) were about (%31.30)the percentage (%34.78)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded

(%633.91). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%22) then (%26) comes who chose (not sure), then lowest status is (%52) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%22.95) then the percentage (%21.31) comes which is the answer of these who preferred (not sure) and (disagree) (%55.73) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (62) and their percentage were (%19.93) then (84) of them chose (not sure) scored (%27). The lowest status was (%53.05) of those who were (165) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (46) and their percentage was (%40) comes. The percentage was (%33.04) who was (38) last preferred (not sure). The lowest statues were (%26.95) who were (31) of the sample members preferred (disagree) with this question.

43. Difficult to assess and analyze the level of job performance without the use of mature administrative decisions.

Table (4.2.43)

Q 43	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	55	223	90	75	72	41	88	71	87	32	74	6	126	72	112	40
	%53.921	%68.827	%60	%65.21	%72	%67.21	%83.01	%57.25	%71.31	%43.2	%72.54	%37.5	%56.50	%84.70	%36.01	%34.78
Not sure	27	67	36	27	17	14	15	41	20	18	17	7	63	7	99	41
	%26.470	%20.679	%24	%23.47	%17	%22.95	%14.15	%33.06	%16.39	%24.3	%16.66	%43.75	%28.25	%8.235	%31.83	%35.65
Disagree	20	34	24	13	11	6	3	12	15	24	11	3	34	6	100	34
	%19.607	%10.493	%16	%11.30	%11	%9.836	%2.830	%9.677	%12.29	%32.8	%10.78	%18.75	%15.24	%7.058	%32.15	%29.56
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.8									0.4							

The above table shows participants answer about the statement (Difficult to assess and analyze the level of job performance without the use of Mature administrative decisions) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%60).the second choice (not sure)scored (%24)and the option (disagree) occupied the final status of the total (24) participants of the percentage (%16) clarification and response of those whose age were between (30 to 30 years) were about (%65.21)the percentage (%23.47)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%11.30). It was the response of those whose age was between (40-49

years). Repeating this answer recorded (%72) then (%17) comes who chose (not sure), then lowest status is (%11) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%67.21) then the percentage (%22.95) comes which is the answer of these who preferred (not sure) and (disagree) (%9.836 according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (205) and their percentage were (%65.91) then (70) of them chose (not sure) scored (%22.50). The lowest status was (%11.57) of those who were (36) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (73) and their percentage was (%63.47) comes. The percentage was (%20.86) who was (24) last preferred (not sure). The lowest statues were (%15.65) who were (18) of the sample members preferred (disagree) with this question.

44.Provide planning helps to make decisions and the stability of the university and increase its resources.

Table (4.2.44)

Q 44	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agr ee	33	119	55	39	24	34	28	50	48	26	23	1	77	51	210	99
	%32.352	%36.726	%36.66	%33.91	%24	%55.73	%26.41	%40.32	%39.34	%35.1	%22.54	%6.25	%34.52	%60	%67.52	%86.08
Not sur e	39	101	46	44	32	18	36	48	42	14	46	4	76	14	79	8
	%38.236	%31.172	%30.66	%38.26	%32	%29.50	%33.96	%38.70	%34.42	%18.9	%45.09	%25	%34.08	%16.47	%25.40	%6.956
Dis agr ee	30	104	49	32	44	9	42	26	32	34	33	11	70	20	22	8
	%29.411	%32.098	%32.66	%27.82	%44	%14.75	%39.62	%20.96	%26.22	%45.9	%32.35	%68.75	%31.39	%23.52	%7.073	%6.956
Tot al	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.9									0.6							

The above table shows participants answer about the statement (Provide planning helps to make decisions and the stability of the university and increase its resources) and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%36.66).the second choice (not sure)scored (%30.66)and the option (disagree) occupied the final status of the total (49) participants of the percentage (%32,66) clarification and response of those whose age were between (30 to 30 years) were about (%33.91)the percentage (%38.26)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%27.82). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%24) then (%32) comes who chose (not sure), then lowest

status is (%44) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%55.73) then the percentage (%29.50) comes which is the answer of these who preferred (not sure) and (disagree) (%14.75) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (112) and their percentage were (%36.01) then (99) of them chose (not sure) scored (%31.83). The lowest status was (%32.15) of those who were (100) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (40) and their percentage was (%34.78) comes. The percentage was (%35.65) who was (41) last preferred (not sure). The lowest statues were (%29.56) who were (34) of the sample members preferred (disagree) with this question.

45.A weakness in the application of the principle of putting the right person in the right place at the university.

Table (4.2.45)

Q 45	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	71	238	108	81	71	49	82	101	65	61	83	4	157	65	241	89
	%69.607	%73.456	%72	%70.43	%71	%80.32	%77.35	%81.45	%53.27	%82.4	%81.37	%25	%70.40	%76.47	%77.49	%77.39
Not sure	21	66	31	26	23	7	20	12	45	10	17	10	44	16	41	18
	%20.588	%20.370	%20.66	%22.60	%23	%11.47	%18.86	%9.677	%36.88	%13.5	%16.66	%62.5	%19.73	%18.82	%13.18	%15.65
Disagree	10	20	11	8	6	5	4	11	12	3	2	2	22	4	29	8
	%9.803	%6.172	%7.333	%6.956	%6	%8.196	%3.773	%8.870	%9.836	%4.05	%1.960	%12.5	%9.865	%4.705	%9.324	%6.956
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.6									0.6							

The above table shows participants answer about the statement (A weakness in the application of the principle of putting the right person in the right place at the university). and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%72).the second choice (not sure)scored (%20.66)and the option (disagree) occupied the final status of the total (11) participants of the percentage (%7.33) clarification and response of those whose age were between (30 to 30 years) were about (%70.43)the percentage (%22.60)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%6.956). It was the response of those whose age was between (40-49

years). Repeating this answer recorded (%71) then (%23) comes who chose (not sure), then lowest status is (%6) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%80.32) then the percentage (%11.47) comes which is the answer of these who preferred (not sure) and (disagree) (%8.196) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (210) and their percentage were (%67.52) then (79) of them chose (not sure) scored (%25.40). The lowest status was (%7.073) of those who were (22) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (99) and their percentage was (%86.08) comes. The percentage was (%6.956) who was (8) last preferred (not sure). The lowest statuses were (%6.956) who were (8) of the sample members preferred (disagree) with this question.

46.A shortage of qualified administrative leaders in senior positions at the university.
Table (4.2.46)

Q 46	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	73	257	117	86	74	53	87	86	93	64	75	11	176	68	241	89
	%71.568	%79.320	%78	%74.78	%74	%86.88	%82.07	%69.35	%76.22	%86.4	%73.52	%68.75	%78.92	%80	%77.49	%7739
Not sure	16	43	19	17	17	6	9	23	22	5	19	4	31	5	41	18
	%15.686	%13.271	%12.66	%14.78	%17	%9.836	%8.490	%18.54	%18.03	%6.75	%18.62	%25	%13.90	%5.882	%13.18	%1565
Disagree	13	24	14	12	9	2	10	15	7	5	8	1	16	12	29	8
	%12.745	%7.407	%9.333	%10.43	%9	%3.278	%9.433	%12.09	%5.737	%6.75	%7.843	%6.25	%7.174	%14.11	%9324	%6.956
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.4									0.5							

The above table shows participants answer about the statement (A shortage of qualified administrative leaders in senior positions at the university). and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%78).the second choice (not sure)scored (%12.66)and the option (disagree) occupied the final status of the total (14) participants of the percentage (%9.33) clarification and response of those whose age were between (30 to 30 years) were about (%74.78)the percentage (%14.78)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%1043). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%74) then (%17) comes who chose (not sure), then lowest status is (%9) of those who chose (disagree) with this question and this was the response of those whose age were

between (50 and more). Repeating this answer of the percentage (%86.88) then the percentage (%9.836) comes which is the answer of these who preferred (not sure) and (disagree) (%3.278) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (241) and their percentage were (%77.49) then (41) of them chose (not sure) scored (%31.18). The lowest status was (%9.324) of those who were (29) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (89) and their percentage was (%77.39) comes. The percentage was (%15.65) who was (18) last preferred (not sure). The lowest statues were (%6.956) who were (8) of the sample members preferred (disagree) with this question

47.The need to imitate executive commander of the functions of the university academic leader and unlike non-academic.

Table (4.2.47)

Q 47	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Management	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	78	182	91	72	64	33	56	85	76	43	73	9	111	67	220	70
	%76.470	%56.172	%60.66	%62.60	%64.60	%54.09	%52.83	%68.54	%62.29	%58.1	%71.56	%56.25	%49.77	%78.82	%70.73	%60.86
Not sure	4	52	17	17	12	10	14	17	14	11	8	2	39	7	56	20
	%3.291	%16.049	%11.33	%14.48	%12.60	%16.39	%13.20	%13.70	%11.47	%14.8	%7.843	%12.5	%17.48	%8.235	%18.00	%17.39
Disagree	20	90	42	26	24	18	36	22	32	20	21	5	73	11	35	25
	%19.607	%27.777	%28.60	%22.60	%24.60	%29.50	%33.96	%17.74	%26.22	%27.2	%20.58	%31.25	%32.73	%4.932	%11.25	%21.73
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.5									0.9							

The above table shows participants answer about the statement (The need to imitate executive commander of the functions of the university academic leader and unlike non-academic). and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%60.66).the second choice (not sure)scored (%11.33)and the option (disagree) occupied the final status of the total (42) participants of the percentage (%28) clarification and response of those whose age were between (30 to 30 years) were about (%62.60)the percentage (%14.48)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%22.60). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%64) then (%12) comes who chose (not sure), then lowest status is (%24) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%54.09) then the percentage (%16.39) comes which is the answer of these who preferred (not sure) and (disagree) (%29.50) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (220) and their percentage were (%70.73) then (56) of them chose (not sure) scored (%18). The lowest status was (%11.25) of those who were (35) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (70) and their percentage was (%60.86) comes. The percentage was (%17.39) who was (20) last preferred (not sure). The lowest statues were (%21.73) who were (25) of the sample members preferred (disagree) with this question.

48. Administrative efficiency Executive show through optimum utilization of the resources of the university.

Table (4.2.48)

Q 48	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemt	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	61	213	95	76	63	40	69	84	70	51	79	5	140	50	182	78
	%59.803	%65.740	%63.33	%66.08	%63	%65.57	%65.09	%67.74	%57.37	%68.9	%77.45	%31.25	%62.78	%58.82	%58.52	%67.82
Not sure	9	56	26	18	12	9	20	9	30	6	12	11	23	19	62	26
	%8.823	%17.283	%17.33	%15.65	%12	%14.75	%18.86	%7.258	%24.59	%8.10	%11.76	%68.75	%10.31	%22.35	%19.93	%22.60
Disagree	32	55	29	21	25	12	17	31	22	17	11	0	60	16	67	11
	%31.372	%16.975	%19.33	%18.26	%25	%19.67	%16.03	%25	%18.03	%22.9	%10.78	%0.00	%26.90	%18.82	%21.54	%9.565
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.1									1.2							

The above table shows participants answer about the statement (Administrative efficiency Executive show through optimum utilization of the resources of the university). and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%63.33).the second choice (not sure)scored (%17.33)and the option (disagree) occupied the final status of the total (29) participants of the percentage (%19.33) clarification and response of those whose age were between (30 to 30 years) were about (%66.08)the percentage (%15.65)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%18.26). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%63) then (%12) comes who chose (not sure), then lowest status is

(%25) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%65.57) then the percentage (%14.75) comes which is the answer of these who preferred (not sure) and (disagree) (%19.67) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (182) and their percentage were (%58.52) then (62) of them chose (not sure) scored (%19.93). The lowest status was (%21.54) of those who were (67) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (78) and their percentage was (%67.82) comes. The percentage was (%22.60) who was (26) last preferred (not sure). The lowest statues were (%9.565) who were (11) of the sample members preferred (disagree) with this question.

49. Limited use of psychological tests method to get to know the facts and features that relate to motives, orders and emotional tendencies of a person, and thus facilities lose an important hub in the selection of management efficiency.

Table (4.2.49)

Q 49	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Management	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	16	39	23	16	11	5	19	17	17	2	13	6	29	7	87	69
	%15.686	%51.2070	%15.33	%13.91	%11	%8.19	%17.92	%13.70	%13.93	%2.70	%12.74	%37.5	%13.00	%8.235	%27.97	%60
Not sure	34	44	22	20	22	14	20	23	27	8	18	8	42	10	183	22
	%33.333	%13.580	%16.66	%17.39	%22	%22.95	%18.86	%18.54	%22.13	%10.8	%17.64	%50%	%18.83	%11.76	%58.84	%19.13
Disagree	52	52	105	79	67	42	67	84	78	64	71	2	152	68	41	24
	%50.980	%74.382	%70	%68.69	%67	%68.85	63.20	%67.74	%63.93	%86.4	%69.60	%12.5	%68.16	%80	%13.18	%20.86
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
Means									Standard .Deviation							
3.8									0.4							

The above table shows participants answer about the statement (Administrative efficiency Executive show through optimum utilization of the resources of the university). and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%15.33).the second choice (not sure)scored (%16.66)and the option (disagree) occupied the final status of the total (105) participants of the percentage (%70) clarification and response of those whose age were between (30 to 30 years) were about (%13.) the percentage (%17.39)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%68.69). It was the response of those whose age was between (40-49 years). Repeating this answer recorded (%11) then (%22) comes who chose (not sure), then lowest status is

(%67) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%8.19) then the percentage (%22.95) comes which is the answer of these who preferred (not sure) and (disagree) (%68.85) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (87) and their percentage were (%27.97) then (183) of them chose (not sure) scored (%58.84). The lowest status was (%13.18) of those who were (41) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (69) and their percentage was (%60) comes. The percentage was (%19.13) who was (22) last preferred (not sure). The lowest statues were (%20.86) who were (24) of the sample members preferred (disagree) with this question.

50.The lacks of a specific program to evaluate the performance and the adoption of administrative leaders have always said Updike book and other sources of information.

Table (4.2.50)

Q 50	Sex		Ages				Years of work				Certificate				Field	
	F	M	Less 30	30-39	40-49	more 50	Less 5	5 to 9	10 to 14	More 15	BSc	H. Diploma	Mater	PHD	Managemen t	others
	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%23.943	%76.056	%35.21	%26.99	%23.47	%14.31	%24.882	%29.107	%28.638	%17.375	%23.94	%3.77	%52.34	%19.95	%73.005	%26.995
Agree	26	113	41	41	46	11	44	32	34	29	37	3	76	23	162	56
	%25.490	%34.876	%27.33	%35.65	%46	%18.03	%41.50	%25.80	%27.86	%39.01	%36.27	%18.75	%34.08	%27.05	%52.09	%48.69
Not sure	41	111	51	43	41	17	26	54	66	8	35	6	63	48	88	37
	%40.196	%34.259	%34	%37.39	%41	%27.86	%24.52	%43.54	%54.09	%10.8	%34.31	%37.5	%28.25	%56.47	%28.29	%32.17
Disagree	35	100	58	31	13	33	36	28	22	37	30	7	84	14	61	22
	%34.313	%30.864	%38.66	%26.95	%13	%54.09	%36.96	%22.58	%18.03	%50	%29.41	%43.75	%37.66	%16.47	%19.61	%19.13
Total	102	324	150	115	100	61	106	124	122	74	102	16	223	85	311	115
	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100	%100
3.9									Standard .Deviation							
2.9									0.6							

The above table shows participants answer about the statement (Administrative efficiency Executive show through optimum utilization of the resources of the university). and the answers were distribute on the choices of the participants on (agree – not sure – disagree) an the following as for as age class (less than 30 years) that the option (agree)came in the first status of the percentage (%27.33).the second choice (not sure)scored (%34)and the option (disagree) occupied the final status of the total (58) participants of the percentage (%38.66) clarification and response of those whose age were between (30 to 39 years) were about (%35.65)the percentage (%37.39)comes after which is the response of those who preferred (not sure). Then the lowest status was of those who has chosen (disagree) recorded (%26.95). It was the response of those whose age was between (40-49 years). Repeating

this answer recorded (%46) then (%41) comes who chose (not sure), then lowest status is (%13) of those who chose (disagree) with this question and this was the response of those whose age were between (50 and more). Repeating this answer of the percentage (%18.03) then the percentage (%27.86) comes which is the answer of these who preferred (not sure) and (disagree) (%54.09) according to their response to this question. The majority of answers of this question of sample member of this study was two towards (agree). Means agreement between the way oh which questioning and clarification and response. The response of the specialized participants who work in corrected departments and repetition of this question were (162) and their percentage were (%52.09) then (88) of them chose (not sure) scored (%28.29). The lowest status was (%19.61) of those who were (61) chose disagreement with this question. Those who work in other scientific departments, whose numbers were about (56) and their percentage was (%48.69) comes. The percentage was (%32.17) who was (37) last preferred (not sure). The lowest statues were (%19.13) who were (22) of the sample members preferred (disagree) with this question.

Conclusions and recommendations

Conclusions

1. The young component is a large percentage of employees in the institutions of higher education in Kurdistan, Iraq, which promises the institution a more light and tender, knowing that they have university qualifications and above university.
2. There has been a great interest by the administration in qualifying and administrative decisions of the employees of the institutions of higher education in Kurdistan, Iraq, which corresponds to the requirements of the stage and the release of peace.
3. Observe the ambiguity of the criterion, which is the basis for the selection of employees to participate in administrative decisions, which is reflected negatively on the course of action if not treated as soon as possible.
4. The managerial decisions made by the employees are clearly objective and the managers' efficiency with the opportunity to apply after the process, which led to the emergence of positives in the level of performance of the employees and their efficiency, taking into account the administration's negligence of ignoring the effects of administrative decisions as well as relying on only two methods of administrative decision methods are available.
5. The appearance of a lack of fit between the methods of administrative decisions and functional requirements with the determination of the powers available for the course of administrative decisions.
6. The acquisition of good skills by the universities in the use of the participation of managerial decision-making personnel generates their ability to use better and more efficiently.
- 7 - There is a strong relationship between the participation of workers in making decisions and increase the efficiency of the performance of employees in educational institutions.
- 8 - The existence of specialized cadres skilled and able to deal with the characteristics of decision-making has a major role in the completion of administrative functions.
- 9 - Through the analysis data show that the majority of respondents confirm that the participation of workers in decision-making in universities have an influential role in the integration of administrative and educational system.
10. Ensure that the participation of decision-makers has a significant impact on the methods and methods of evaluating administrative systems as a basis for evaluating the effectiveness of the system.

Recommendations

1. Increasing the administrative decisions related to the rehabilitation and training of employees at all administrative levels.
2. Clear criteria must be adopted in selecting employees to participate in administrative decisions.
3. The period of time available for training courses for decision-makers should be increased in order to maximize utilization.
4. The use of other administrative decision-making methods should be expanded to allow employees to keep abreast of developments.
5. The management should understand the effects of post training in the administrative decision-making process so that the participants in the courses feel that the training course is to increase knowledge, gain experience in management decisions and expand prospects.
6. The need to adopt the design of administrative decisions on the basis of functional needs.
7. Take advantage of decision support systems at the Ministry of Education level as a whole, develop applications and uses
8. Use decision support systems to support all decisions taken by the ministry
9. Taking care of the training process by preparing training programs for decision-makers and users? Decision support systems, so that the courses are used in terms of the training curriculum, number and length of sessions
10. Increased support for senior management, and their interest in using decision support systems, by providing?
Requirements for the use of decision support systems and the encouragement and motivation of staff.
11. Engage staff in developing decision support systems and make suggestions on the system
12. Building decision support systems on sound scientific basis after studying and analyzing the existing system?
And a systematic assessment of the dimensions and effects of the use of decision support systems on jobs organization, discover deviations, solve problems or do not go.

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APPENDIX

Questionnaire

PLEASE TICK IN THE SPACE PROVIDED

SECTION A DEMOGRAPHIC

Table (4.3)

Note: - Put the right place do not need to write first the name tag: Personal Questions

1. Gender: Male Female
2. Age: less than 30 years from 40- 49 years 30- 39
more than 50
3. Number of years of service: - less than 5 years 5-9 years
from 10-14 years More than 15
4. Academic Achievement: - Bachelor High diploma Master
Ph.D.
5. Specialty Department: - Administration Sciences and Departments other department

SECTION B (SUBJECTIVE)

Table (4.4)

N	Questions	agree	Not sure	Disagree
1	The decision-making process and take is not an easy process and pose a significant challenge to managers in various business organizations			
2	We have increased the complexity of the business environment and the large number of variables that affect the decision-making process and take			
3	That decision-making in your university is through the adoption of several sequential steps constitute a logical way to reach an optimal solution			
4	When you have to take an important decision in the university, you must prepare a written list of goals			
5	When you make important, we have decisions that we are screening alternatives and reduce their number and after knead looking for More information on the remaining alternatives			
6	For successful decision-making in your university we should depend on Optimum utilization of manpower, and equipment and tools in the Enterprise			
7	Make room for moose t yen to gain access to senior positions, and create the kind of interaction And the competition among them, and instead of the maximum effort they have and their participation in the watercourses decisions.			
8	Wise decisions need to improve working conditions in order to improve production at Universities			
9	The high level of efficiency factor leads indirectly to raise wages and make the field Upgrade in front of him and lead to successful resolutions			
10	The administrative decisions Mature creates a feeling of satisfaction among workers about their work leads him to a sense of achievement and through Their selection of their work and increase the self-			

	confidence			
11	Post associate in administrative decisions at universities leads to low job satisfaction by staff Because he felt threatened			
12	Successful administrative decisions increase the ability of workers to act in critical situations			
13	Human potential universities are available for the use of decision support systems			
14	Material and human potential available for the use of support systems Decisions			
15	Commensurate with the requirements of administrative decisions Work at the university			
16	Match the information available from systems Decision support used with Position needs			
17	Department would provide the necessary financial support Las decision support systems			
18	Care management views and suggestions of employees on the use of decision support systems			
19	Leaders provide the necessary requirements for improving the use of decision support systems			
20	Work activities at the university related to organizational structure			
21	Effective training programs to help private no administrative decisions			
22	Attend the training courses offered work and fast delivery lead			
23	Administrative decisions to simplify administrative procedures and increase the speed of work			
24	Administrative decisions in universities reduce the work effort			
25	Awareness and understanding of top management support The idea of using the post of associate in administrative decisions			
26	Inadequate work for an ambitious and wishes of the workers and meet their needs and the lack of freedom for creativity, innovation and a feeling of security and stability			
27	lack of interest with the participation of leaders and the lack of justice and equality and the spread of favoritism and administrative corruption and ignored, and the absence of the role of the working groups and the loss of appropriate training programs to improve the performance and capacity development workers			
28	The lack of a clear policy and the public to choose the leaders of the facilities in realization, which loses its main entrance facilities to form an effective administrative leadership, have the ability to communication in the presence of a series of documented			
29	Most of the administrative leaders to adopt the style and method of absolute freedom to choose the directors of departments and heads of sections despite the lack of validity, especially in the executive levels this method			
30	The existence of a distinct lack of training of administrative leaders and the absence of a functional description of the various functions at the university			
31	Non-vacancy announcement and sufficiency previous requests of the Organization loses the chance of finding high employee qualifications and capabilities to help apply the human development strategy in the long term at university			
32	participation of agents and technical colleges in the subjects and issues that arise in the Board of colleges won high approval			
33	Sharing agents and heads of departments in the decision-making in the field of financial affairs, got a high degree of approval			
34	The administrative decision-making process is an important place in the administrative activity was interested by most scientists administration			
35	It represents the basic performance to judge the effectiveness of individuals and administrative units and organizations			
36	Concern administrative decisions leading to the improvement and development of functional performance in universities			
37	Interest in using administrative decisions properly needs to be a competent administrative cadres in the field of administrative decisions			
38	Get the best performance in the universities through the use of administrative decisions are correct			
39	differentiate Rector reduces time wastage and helps in decision-making in a timely manner			
40	Career affects performance on the road and establishes methods of administrative decisions in the			

	organization as a basis for evaluating the effectiveness of those decisions.			
41	The use of traditional patterns in management training operations and the lack of use of modern methods and techniques			
42	The completion of most of the jobs are correct administrative decisions need to be highly functional skills through properly deal with the requirements of administrative decisions			
43	Difficult to assess and analyze the level of job performance without the use of Mature administrative decisions			
44	provide planning helps to make decisions and the stability of the university and increase its resources			
45	a weakness in the application of the principle of putting the right person in the right place at the university			
46	A shortage of qualified administrative leaders in senior positions at the university			
47	the need to imitate executive commander of the functions of the university academic leader and unlike non-academic			
48	Administrative efficiency Executive show through optimum utilization of the resources of the university			
49	Limited use of psychological tests method to get to know the facts and features that relate to motives, orders and emotional tendencies of a person, and thus facilities lose an important hub in the selection of management efficiency			
50	The lack of a specific program to evaluate the performance and the adoption of administrative leaders have always said Updike book and other sources of information			