The Leadership Capacity of Primary School Principals from the Perspective of Collaborators

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Abstract

Management is leadership, and leadership is a process of influencing others and management leadership, like management itself is not talent or art but is based on basic rules and principles that the leader must be familiar with until he reaches a leadership position that enables him to influence others, and change their administrative behavior in the desired manner and from Here leadership has become a necessary basis for any field of societies, and educational management is one of the most important in societies that are concerned with building individuals and societies.

The sample of the research represents a community of primary school principals to raise the first Rusafa between males and females.Primary education is one of the means in preparing the human element to achieve ambitions in social development, and the primary school is one of the means of education to prepare cadres.The human wealth has a great importance that exceeds its importance, natural resources, and material capabilities, as these resources and capabilities cannot be used effectively in the progress of the country without the presence of the human being able to use them, and education is the means in the hands of society to prepare and develop the human element to achieve its ambition in economic and social development.

Keywords: leadership, management, Primary School

I. Introduction

First: the research problem

Primary education for the month of March is an important role within the educational institution in all countries, not NH is directly related to children and its relationship with Luo is close to family, environment, society, and future. Org M is the aging of primary education methods in Iraq due to the place of the foot that has suffered for years from a state of ignorance and absenteeism from data. For the rise of primary school principals by m Rh, there must be a serious attitude in the way in which he perceived what had happened and thus the step of the fixed steps for the development of education at the primary level.Exposing the problems facing primary schools in Baghdad, developing solutions and reducing the effectiveness of the existing primary school principals and assistants, which is to develop their activities and progress and raise the level of their ambition

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towards developing them and achieving goals (Al-Amayreh: 1999, p. 107).Getting a grip on the obstacles in primary schools in Baghdad may help administrative development planners to focus on this data - the processed Our DONC data may help supervisors to be aware of this information and problems and to guide them only(ARHIV: 1998, p. 27). The results of studies conducted in this area of Z state that there is a marked decrease in the case of an apparent appearance in the level of performance of departments and schools that can be attributed to inappropriate person policy for the situation in an unworthy administrative situation." (Al-Jabri: 2003, p. 77).It has been observed that the Ministry of Education has sought everywhere to develop the educational process in line with the requirements of the technical age in which we live and the resulting knowledge and theories related to the development, management, and methods of educational institutions. The educational process in order to ensure the achievement of the desired educational goals, and firmly believes that the director Professional development will work for the success and development of the school, and then achieve its desired educational goals, as the school administration is part of the educational administration An administration and a microcosm of philosophy and strategy that is based on implementing the educational policy in line with the educational goals that seek to achieve the Ministry of Education (Darwaza: 1998, pp. 147-148).

Second: The importance of research

The current era is an era of rapid developments and successive leaps, and there is no doubt that the administration is the basis on which education is based in any country that seeks to develop itself to keep pace with modern conditions and the ability to play. Its role as a tool for positive development "(Abu Al-Wafa, 1995: 89). Accordingly, management is leadership, and leadership is the process of influencing others (Abu Al-Fadl: 2003, 7).

Administrative leadership, like management itself, is not a talent or art, but is based on the basic rules and principles that the responsible (leader) must be aware of in order to reach a leadership position that enables him to influence others and change their managerial behavior as desired. Fundamentally necessary for any sphere of society(Al-Qaryouti: 2000, 180-187).

Educational administration is one of the most important fields in societies concerned with building individuals and societies.

Consequently, the school's success in performing its tasks largely depends on the effectiveness of its administration and its ability to direct the educational process towards the goals set for it as long as the success of each work in general depends on the officials. And the extent of their dedication and competence, especially the principals, because they are the leading element in the administrative process and for the school principal to lead the administrative and educational tasks at the required level and he must be sufficiently familiar with the laws, regulations, and instructions related to the educational workflow in the school, and he works to apply what is referred to in the text and spirit continuously and keep up with what happens It contains amendments and innovations (Al-Abbasi: 2008, 3).

Leadership is an important social phenomenon that is affected by the political, social, economic, and cultural conditions of the society, and it also effectively affects the life of society. Indeed, there is an interactive

relationship between society and its leaders, so that it is difficult to differentiate between what is attributed to leaders, and as a result of this interaction each society has a type of leadership that suits it. It does not suit others. Leadership in medieval society differs from that in modern times. Similarly, leadership in pastoral society differs from industrial society, and leadership in a small community differs from that of a large society (Al-Issawi: 1980, 285)

Education is considered one of the means of preparing the human being and his developmental component to achieve respect for economic and social aspiration. School is one of the means of education for preparing skilled cadres. Especially after it became a state authority. Do not rely on material capabilities only natural resources without relying on what wealth you possess, which is the truth of wealth. Mankind and the efficiency and quality of this wealth "(Hamdan: 2007, p. 155).

"Human wealth has its greatest necessities that outweigh the natural resources and material potentials because it cannot use these resources and capabilities effectively in the country's advancement without a human being able to use it. Education is a social tool for preparing and developing the human element to achieve its ambition for economic and social development." (Al-Ajami: 2008, p. 385).

"School administrations are primarily responsible for diagnosing the obstacles that schools face in order to be able to take appropriate measures to overcome them, and it can be said that this leads to raising administrative efficiency. Knowing and identifying obstacles is a necessary step to facilitate the administration's tasks (Hamish: 2008, p. 9).

"The educational process constitutes the basic starting process towards achieving society's goals of advancement and progress and building a new person capable of bearing responsibility. Education has become a social and cultural necessity in the modern era, although this type of education is thanks to the rise of many ancient human civilizations, and the public in our country is deficient and not less. A palace, except for the limited efforts made to improve it theoretically and practically (Al-Ajami: 2010, p. 312)

Third: Research objectives

The current research aims to answer the following questions:

1.   What is the level of leadership behavior of primary school principals in the First Rusafa Education Directorate?

2.   What is the level of decision-making ability of primary school principals in the First Rusafa Education Directorate from the teacher's point of view?

3.   Is there a statistically significant relationship between the leadership behavior of primary school principals in the First Rusafa Education Directorate and the two dimensions of work, human relations, and the ability to make decisions?

4.   What is the difference in the relationship between leadership behavior and decision-making among primary school principals according to the gender variable?

5.   What is the difference in the relationship between leadership behavior and the ability to make decisions among primary school principals according to the variable of geographical location?

6.   What is the difference between leadership behavior and the ability to make decisions among primary school principals according to the service variable in the administration?

Research limits

The research is limited to principals and principals of primary schools in the education of Baghdad governorate, the General Directorate of Education in Rusafa Al-Oula (boys and girls) for the academic year (201 8 - 201 9).

Define conditions

1) Elementary school (elementary):

It was set according to the Primary Education System No. (30) for the year (1978) and its amendments, so that it includes all children in its surroundings, regardless of their capabilities, readiness, and different socio-economic conditions without discrimination, and it works to empower all Iraqi children who have completed six years of age to develop their personalities from the physical point of view. There are three types of primary schools: boys 'schools, girls' schools, and mixed schools. The duration of the study is six years, and students of the sixth grade of primary school pass the general examinations organized by the Ministry of Education in the first and second rounds to obtain a high school diploma (Ministry of Education: 1978, pp. 4-6).

2) Elementary School Principal the Primary School Principal:

According to the amended Primary Education System No. 30 of 1978, he is the person who administers the primary school, and his appointment is required to be a teacher who finished high school and was appointed. Because of the need as a teacher, he is the person who has spent in the practice of education for a period of at least five years and is qualified High and of good reputation, preferably with a high degree or passed a training course in educational administration and perhaps, if necessary, set a minimum service period for the aforementioned period for the management of rural schools (Ministry of Education: 1978, p. 7).

3) Capacity:

1-   ThompsonTomson 1972 / is defined as a behavioral unit corresponding to a response or the ability to perform a response." (Saleh: 1972, p.11)

2-   It was defined by CodeGood 1973 / as the true power in a living being to accomplish any given action and make a successful modification." (Good: 1973, p.1)

3-   Dasuki 1988 definition/ as knowledge or skill and its presentation that can be demonstrated or a performance test that includes both adaptability and achievement (Ali: 2010, p. 39).

4-   The Identifier Canaan, 1999/ the ability - innate or acquired - to practice the mind or the movement." (Canaan: 1999, p. 305)

4) Leadership:

1-   Jawad defined it in 1995 / the ability or ability to influence and motivate others and direct them towards achieving goals" (Jawad: 1995, p. 204).

2-   Al-Urfi 1996/ defined it as the process of influencing others to achieve specific goals(Custom: 1996, pp. 207--208).

5-   It was defined long ago in 1997 / as a dynamic activity that affects the administrative apparatus by moving it from a static, stagnant state to a dynamic, moving state (Long: 1997, p. 247).

D- Salem learned about it in 1998 / and it is the process by which the behavior of individuals and groups is affected to push them to work with a clear desire to achieve specific goals."

E- Defined by Alawneh 1999 / the process of directing and influencing activities related to the task performed by the group members." (Background: 1999, p.172)

And - "Hafez 2000 / is known as an influential and active interaction, not only the strength and status of the center, and the leader in the central person in the group who influences individuals and conducts activities to achieve common goals." (Hafiz: 2000, p. 187)

5) Driving ability the ability to lead:

1-   NEWELL 1988 Definition / Knowledge used and learned behavior plus insight into assessing needs and providing leadership in a specific position". (Clarence: 1988, p.280)

2-   Canaan defined it in 1999/ it is an attribute or group of characteristics that a certain individual possesses and who can be a successful leader in all situations (Canaan: 1999, p.309).

6) The researcher knows it procedurally:

It is the ability of primary school principals and principals to perform their work well, which is determined by the research tool in the areas of objectivity, technical, human and intellectual, and in the field of developing the educational competencies of teachers and developing an implementation. Curricula, taking care of students and cooperating with the local community in the fastest time, with maximum effort and with greater accuracy.

II.   Theoretical background:

1) Leadership Concept: Leader Concept

Many individuals still do not properly understand the concept of leadership and its meaning. Some believe that leadership is the process of giving orders by the leader and executing them by subordinates. Leadership differs from what some perceive about this concept. It is true that the relationship between leader and subordinate is the essence of the leadership process. But leadership includes the concept of influence a leader makes in following him (Alawneh: 1999, p. 172).

The topic of leadership did not become a field of scientific study until the beginning of the twentieth century when this topic received the attention of researchers and conducted much research and studies in the field of management in general and the field of leadership in particular. Because the two fields are closely related." (Orvey: 1996, p. 206).

The personality of the leader is one of the most prominent components of his leadership ability, for without it he cannot influence the group he leads, or interact with the situation in which he leads them, and some studies have shown that the leader's ability is due mainly to his effective and influential personality in the behavior of others, because the leader available in Leading his personal qualities is more influential in the group he leads in all positions. " (Bis: 2000 p. 8).

Al-Rifai described leadership as:

The behavior performed by the individual when he directs the group's activity towards a common goal.

The main components of this behavior are the exchange who occupies a leadership position, the membership of any mixing with the members of the group, the representation of any defense and representation of his group, the integration of any action to facilitate the conflict between its members, the organization of any restriction on his work and the work of others and the relationships that control and control the work, that is. Determine the behavior of individuals or a group in making decisions or expressing opinion and communication, that is, the exchange of information between him and the members of the group, appreciation, and any support or contravention of group members, and production, i.e. determining levels of effort and achievement (Al-Rifai: 2000, p. 159).

"Leadership is the influence of the individual on the actions, paths, and feelings of one or more other individuals and motivates them to administrative cooperation. From the close to the first approach, it can be said that leadership is the process of influencing the activities of a group and its endeavors to reach the drawing of common goals and collective action to achieve them" (Al-Qafi: 1998, p. 711).

2) Educational leadership Educational leadership

"Educational leaderships are closely related to everything related to the environment surrounding education and education. Education is a social and administrative responsibility, and education is a technological, productive, and investment process (and thus has a leadership role and a human role)." (Al-Rifai: 2000, p. 157)

The extent of the interdependence between the educational administration and education in all fields becomes clear. And the administration of educational or educational and educational education, in the same way, many of the most important means necessary to achieve and achieve goals. The ability of education to perform the process of managing it, because educational administration "the tool of the educational process is to organize, direct, supervise, and evaluate its implementation. Therefore, educational administration is an important factor in the completion of education itself." (Dweck: 1998, p. 54)

The educational leader is responsible for making appropriate decisions to serve the educational process and to develop educational programs of a developmental nature that seek to achieve the goals that society aspires to achieve.

"It is necessary for an educational leader to have basic specifications and capabilities so that the educational leader can exercise his leadership role in influencing others, uniting their efforts, mobilizing their energies and investing them to achieve educational goals (Cody: 1988), p. 148).

The problem of poor school management, especially in primary schools for teachers and workers, which is attributed to the poor choice of school administration for these schools in accordance with sound scientific and objective standards that may lead to the existence of a leadership weakness in these schools, which is reflected in the behavior of teachers and students in those schools. The Ministry of Education emphasized the role of educational leadership for primary school principals in Iraq on the necessity of these leaders possessing the skills that qualify them to lead the educational work, which has taken place in the face of several problems that hinder the process of preparing students in the primary stage for good performance (Ministry of Education: 1996, p. 29).

According to some conferences of the Ministry of Education and its results, the need to reach perceptions to improve the reality of educational administration in the field of the administrative function and its methods, as well as the tasks of a primary school stopover director, and that is from the weakness that addressing the deficiencies in the administrative competence of primary school principals affects Q's Ba in education as a whole, Especially O teaching performance and student achievement. This approach is in line with the ambition of the Ministry of Education to prepare effective educational leaders for primary school administrations.

"The successful school leadership that can achieve its goals easily and with the least possible effort, can evaluate the forces and factors that determine the type of administrative behavior most appropriate to face a specific situation, as (Argyros) confirmed this opinion by saying (that competent leaders are those who are able to act in many different leadership models. The reliance on the actual demands of the administrative management position is derived from the position, and each position requires a specific management style that includes a commitment to the goal set by teachers and thus moves away from the presidency an effective manager and becomes an advisor to teachers asking for his expertise and advice) (Atwi: 2001, p. 29).

"The educational leadership process that primary school principals assume faces problems and difficulties that hinder the work of the primary school principal, as the principal is an educational leader who has an important and essential role in the success of the educational process in the school, so it is assumed that he has the necessary experience, skills, and commitment to work through the successful school leadership that It works to establish positive relationships with teachers and raise their motivation and motivation towards work. (Al-Shinaq: 2001, p. 3)

Through the researcher who is familiar with the reality of primary schools and their encounter with some scientific pain in them, I noticed that there is discontent with the leadership abilities of some primary school principals, and I also found some failures in the leadership abilities of these. Principals, which is a real problem that negatively affects the satisfaction of professional teachers in these schools, as it leads to a feeling

of job instability and a weak desire to give, and thus negatively affects the primary education outcomes as a whole as a result of their weakness. In leadership abilities and the wrong pattern practiced by some primary school principals.

Second: Previous studies:

The researcher has done some Arab and foreign studies after reviewing the previous literature related to educational administration, educational leadership, and the ability to deal with educational leadership. These studies have been classified as Z Arab and foreign studies.

The researcher will present these studies and deal with the objectives, procedures, research methods, and results of these studies that help the researcher clarify the current research process.

1- Arabic Studies:

The study of Mehdi et al. 1988:

((Measuring the educational leadership ability of the heads of scientific departments at the University of Baghdad))

This study aims to answer the following questions:

1) What is the level of educational leadership ability of the heads of scientific departments in the colleges of the University of Baghdad?

2) What is the level of educational leadership capacity of the heads of scientific departments in the colleges of the University of Baghdad according to the following fields?

(Objectivity, use of authority, flexibility, understanding others, knowledge of communication principles)

The researcher's T-test for the educational leadership test, prepared by Dr. Mounir Mohamed Morsi in 1978, is a standardized objective test to measure the ability of educational leadership, and it consists of (50) items, and the researcher uses the following statistical methods:

• Arithmetic averages to extract the level of educational leadership ability in general and according to the areas of the test.

• The researcher used the method of analysis of variance to find statistically significant differences in educational leadership ability and reliance on test variables. And mentioned in the aim of the study. (Mahdi: 1988)

2- Foreign Studies:

The Sams 1987 study:

((Leadership Styles of Successful Middle School Principals))

Research objectives w:

The aim of the research is to find out the successful leadership style of a school principal

The research sample:

The research sample consisted of (18) principals and (90) teachers, ie an average of (5) teachers from each school.

Research procedures:

The research procedures focused on major axes, namely: -

Evaluate the positive side of the manager's relationship with others in various situations.

- The manager's evaluation of the powers that his position has granted him.

Research results:

1-   Managers resort to using multiple techniques in inappropriate situations and always prefer the business style.

2-   Teachers 'opinion of managers' leadership style tends to be neutral under normal circumstances.

3-   Most managers tend to use behavior style clearly.

4-   Despite the success of most managers, most of them were unable to balance their leadership style and work requirements. (Sama: 1987 - p. 23)

Research community

The research community represents primary school assistants to teach Rusafa first, as their number reached (952) between males and females distributed in primary schools to teach Rusafa first.

The research sample

The research sample was randomly selected and about (50%) from the research community, where the total number was (460), the number of males (223), and the number of females (237).

III.   Research Methodology

A questionnaire about the best way to collect information about the research community and convert information into data and use this data in statistical analysis and access to results for P institutes - research that allows the questionnaire form to freely return the answer and Chwevi of, and build the questionnaire according to the following steps:

1.   Follow-up literature and studies in the field of primary school management.

2.   Questionnaire T. A survey of the opinions of a colorful group of primary schools was authorized on the research topic, to compile the questionnaire items.

3.   On this basis, it is recommended to use g of (20) as a first paragraph and to develop the scale of the questionnaire applied to the five-year score data (5 - 4 - 3 - 2 - 1), respectively.

Tool stability

The stability of P displayed this consistency in the scale results. The researcher confirmed the reliability of the questionnaire using the test parameter (alpha Kronobach). These coefficients take values between zero and one. When the alpha coefficient approaches one, the instrument (accuracy) is constant and the research community is best represented. If the alpha parameter is close to zero, then the tool is not static, does not represent the research community, and is not suitable for use. The tool obtained a stability ratio of (0.80) by adopting the alpha factor test. This ratio is close to one which indicates the stability of the tool and represents the research community best represented.

Statistical means

For the purpose of verifying the research objectives, the following statistical methods were used:

1.   The arithmetic mean.

2.   Standard deviation.

3.   The T value of two independent samples.

Results related to the search

Presentation of the current research results after applying the search tool (leadership ability of primary school principals). The research sample is represented by elementary school assistants in Al-Rasafa Al-Awal School. Did the researcher analyze the data for each variable to ensure the achievement of the research objectives?

The first goal: To teach him about the leadership ability of primary school principals

It is evident from the paragraphs of Table No. (1) and according to the descending order that the nineteenth paragraph (the manager is keen to provide a suitable atmosphere for work) came first and according to the arithmetic mean of paragraph (4.85) (and the standard deviation came (0.72), and the eleventh paragraph (Sports entertainment services are provided in the school to faculty members) in the last place with an average (1.36) and a standard deviation (0.71), and on this, it appeared that the calculated value is greater than the tabular value, and this indicates the existence of statistically significant differences in the leadership ability of primary school principals.

This indicates that all the paragraphs that have been developed for this scale and that the experts have reached are among the reasons that show us the leadership ability of primary school principals.

Table No. (1). Arrange the paragraphs in descending order

standard deviation	Arithmetic mean	Paragraph text	Paragraph number	Rank
0.72	4.85	The manager is keen to provide a suitable atmosphere for the work	19	1
0.75	4.27	He is free to exercise the powers granted in his field of work	6	2
1.08	4.08	The principal discusses the problems of his students frequently	15th	3
1.34	3.78	The pupils participate in their practical and theoretical activities	14	4
1.35	2.97	The principal is keen to provide theoretical and practical activities according to the school curriculum	18	5
1.08	2.9	Feel responsible while doing his job at school	13	6
0.92	2.87	J accepts the Director of the school , constructive dialogue and criticism	8	7
0.68	2.72	He appreciates and respects the parents of the students	5	8
0.76	2.67	The work enables mutual cooperation between colleagues	2	9
1.09	2.62	Director responds when the erosion the production one out of the school to perform personal business	17	10
0.89	2.48	The manager encourages us to participate in the training courses	20	11
0.75	2.27	Distributes study materials in a fair and satisfactory manner	10	12
0.71	2.18	He feels good when he gets his job done	4	13

0.72	2.18	The school principal appreciates the efforts of his staff	16	14
1.27	1.98	The work provides theopportunity to continue studying in the field of specialization	1	15th
0.92	1.87	Contributes to formal decision-making	9	16
0.90	1.85	His work provides opportunities to attend training courses	3	17
0.96	1.85	He feels the pupils appreciate and respect him	7	18
0.70	1.38	Achieves director of the teacher of his ambitions through his career	12	19
0.71	1.36	Provides recreational sports services in the school to faculty members.	11	20

The second goal: Are there statistically significant differences in the sex variable?

As for the gender variable, the mean of the sample members (assistants) was (436.93) and a standard deviation (269.45), while the arithmetic means of the sample (assistants) was (519.67) with a standard deviation (271.47) at a. The degree of freedom (458) and the level of significance (0.05) using the T-test, the calculated value was (3.28). When compared, it was found that it was less than the tabular value (3.99), indicating that there are no differences according to the gender variable.

Indication level0.05	T-value		Degree of freedom	standard deviation	Arithmetic mean	Sample volume	Sex
	Tabular	Calculated					
Function in favor of the mean	3.99	3.28	458	269.45	436.93	460	Assistants
				271.47	519.67		Aides

Results related to the research objective

This chapter includes a presentation of the results of the current research after applying the research tool (the leadership ability of primary school principals from the point of view of assistants) to the research sample represented by the teaching staff, especially the assistants in teaching Baghdad in Rusafa. First. The researcher analyzed the data for each variable to ensure that the research objectives were achieved.

The first objective/ is known as the leadership ability of primary school principals from the Maoists' point of view.

The weak leadership capacities of primary school principals have been achieved through experts. Therefore, the state must focus on primary schools and highlight their importance through the media, conferences, and seminars, and allocate funds that help to advance the status of schools, especially since the modern Iraqi state calls for a state of institutions and institutions that can only be built through a thoughtful leadership cadre that helps Advancing the state of the state in all fields to reach civilized progress to achieve self-sufficiency and thus provide a new generation capable of advancing the country and being a good and distinguished leader for future generations.

The second goal

Are there statistically significant differences according to the variables of educational attainment and gender?. For the first variable (educational attainment), the arithmetic mean of the diploma sample scores was (98.60), the standard deviation (5.52), while the arithmetic means for the bachelor's sample was (98.27) and the standard deviation (6.21) using the second. The choice was the care value (298) when compared to the scheduled value (1.96) with a degree of freedom (118) at a significant level (0.05), the tabular value is greater than the calculated value, which indicates that there is no statistically significant difference for the first variable. This indicates that the suffering of various teachers and any academic degree is suffering from an unknown future for their students, as well as in their views on how to address the causes of weak leadership ability of primary school principals.

The second test schedule for the educational attainment variable

Indication level 0.05	T-values		Degree of freedom	standard deviation	Arithmetic mean	the sample	Goal Impaired leadership ability
	Tabular	Favoritism					
Function in favor of the mean	1.96	298	118	6.21	98.27	120	Bachelor
				5.52	98.60		diploma

As a second variable (sex) has reached the arithmetic mean of the sample (teacher) (97.31) and standard deviation (5.46), while the arithmetic average of the sample (school) (99.13) standard deviation (6.07) at the degree of freedom (118) and the level of significance (0.05 Using the second test, the calculated value reached (1.66) when compared and found that it is smaller than the tabular value of ,(1.69) which indicates that there is no difference according to the gender variable, and the following table explains that .The consensus of opinions between males and females shows that their opinions on the causes of weak leadership ability, as well

as ways to address one opinion, and this stems from one suffering, so the state must look in a new way at the reality of primary schools, as it is really the only way to address the problems of generations.

Knowing that the state advanced or not through their state of the services of the Z people and this is not here in Iraq only through focus seriously on primary schools.

The second test for the sex variable

Indication level 0.05	T-values		Degree of freedom	standard deviation	Arithmetic mean	the sample	Goal Impaired leadership ability
	Tabular	Favoritism					
Function in favor of the mean	1.96	1.66	118	5.46	97.31	120	Teacher
				6.07	99.13		School

IV.   Recommendations and proposals

Recommendations

1)   The need for those in charge of elementary schools to provide them with distinguished principals.

2)   Urging officials in the Ministry of Education for primary school principals to increase follow-up leadership courses for new principals.

Suggestions

To follow up on the results of the current research and work to develop them, we suggest:

1)   An evaluation study of the curricula in primary schools in Baghdad governorate.

2)   A study on strategies for promoting the status of primary schools from the viewpoint of the Ministry of Education employees.

3)   A study on the organizational climate of primary schools in Iraq.

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