

## **The degree of transparency in administrative communication in secondary schools in East Jerusalem from the point of view of teachers**

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### **Abstract**

This study aimed to identify the degree of transparency achieved by the administrative communication practices of the secondary school principals in East Jerusalem, from the point of view of the teachers, by monitoring the axis of transparency. To achieve the research goal, the descriptive method (survey) was adopted. The research population was composed of 744 all male and female teachers of secondary schools in East Jerusalem. A random sample of 80 male and female teachers from different scientific disciplines was selected. The research concluded that the degree of transparency in administrative communication is very low.

**Keywords:** Administrative Communication, Transparency, School Teachers

## **Introduction**

Administrative communication has an important and vital role in the work mechanism of any system, because the efficiency of the administrative process in any system depends on the effectiveness and efficiency of its various communication channels, which link its administrative units with the community that interact and deal with it. Through such channels information is transmitted from various parts of the system to the administration, and the administration issues directives, instructions and decisions to the employees. Therefore, the leaders can coordinate with their subordinates, influence their professional behavior and direct their efforts to reach an effective communication situation.

One of the most important pillars of the effective administrative communication is transparency, which permeates the administrative communication process. Wherever the channels of communication are clear, and channels of communication are open, the administrative communication process is more effective and result in an effective educational process and job satisfaction. The higher the indicators of transparency in administrative communication, the clearer issues, instructions and the policies are, and thus it affect positively the performance of teachers and the educational institution.

## **The Study Problem**

In spite of attempts to develop and modernize communication devices in the educational institutions, and the existence of what is known as the administrative communication network of various types (vertical and horizontal), poor communication system has often led to negative results in the schools. Since the process of communication contributes to the success of the educational process, this research came to reveal a very important element which is the transparency in administrative communication among high school principals in East Jerusalem from the perspective of teachers.

## **The Study Questions**

In light of the above, the problem of the research is determined by the main question: What is the degree of transparency in administrative communication in secondary schools in East Jerusalem?

### **The Objectives of the study**

1. Identifying the degree of transparency in administrative communication in secondary schools in East Jerusalem.

### **The importance of the study**

The importance of the study stems from theoretical and practical aspects. The theoretical importance is that the subject of transparency in administrative communication is one of the subjects that have not been studied in the schools of East Jerusalem. Accordingly, the current research will add to the cognitive framework useful ideas and information that might enrich the educational administrative thinking, especially with regard to the issue of transparency of administrative communication.

The researcher also hopes that this research will assist the concerned authorities in preparing their programs for the training of school principals, as well as in their nomination of school administrations. The researcher also hopes that this research will detect a scientific method for identifying the extent of transparency of administrative communication.

### **Limits of the study**

1. The Objective Limits: The research is limited to the degree of transparency in administrative communication
2. Human Limits: All female and male teachers of secondary schools in East Jerusalem.
3. Spatial Limits: secondary schools in East Jerusalem.

### **The study Terminology**

1. Administrative transparency: the procedural definition is: clarity, ease of action and fight corruption.
2. Administrative communication: It is defined as a “set of means adopted by the principal of the school in communication with his fellow teachers to deliver a message”

### **The theoretical framework**

**The administrative communication:** Communication is of paramount importance in our lives as individuals, regardless of work or types. The manager or leader in the organization must give great importance to communication, especially that communication requires technical and characteristics skills when designing a system. Means of communication must be defined and messages must be clearly edited and transmitted in a convincing formula. This requires a group of competent specialists to assist the executive departments in implementing the policy and the communication system. This requires also prioritizing the organizational hierarchy of communication between the organization's structures. (Salem, 2017)

Coviello & DeMatthews (2016) add that effective communication lies at the core of administrative performance. Thus, verbal communication and nonverbal communication have a major impact on the success of the institution and its ability to achieve its desired goals. Many resemble the main artery that carries blood (information) to the rest of the organization's structure.

In order for communication to function as desired, the organization must be aware of the obstacles facing communication and how to tackle these obstacles, especially as these obstacles have a negative impact on the quality of the transmitted message and therefore on the performance results. Communication system should be tightly controlled, since any gap in it will weaken the whole system and make it, in many cases, useless. . (Rawashdeh, 2018)

Salem (2017) asserts that communication obstacles are usually the responsibility of more than one party within the institution, and it must be shared and carried out by several parties and circles. The effective communication system loses its value without an effective feedback loop. Feedback is considered as a safety valve because it gives us a realistic picture of how effective communication is.

### **Characteristics of administrative communication:**

Byakutaga & Onen & Oonyo & Kasense (2017) agree that administrative communication has characteristics that must be observed, and the most important of these characteristics are:

- Administrative communication is a dynamic process: it sees events and relationships as changing, and it does not tolerate any neglect or delay, because the success of communication depends on its speed and efficiency. (Salem, 2017)
- Administrative communication is a humanitarian process: it plays a prominent role in establishing trust, respect, mutual understanding and closer relations between the administrative organization and its public on the one hand, and between premiers, employees and their colleagues on the other hand (Al-Qadah, 2017)
- Administrative communication is a process of interaction between two parties: whether they are two persons, or a person and a group of individuals. The purpose of the interaction is to achieve participation between the sender and the receiver in understanding the idea, accepting it and be excited for its implementation. This makes the administrative communication a process of reaction and reaction. Al Saadi (2017)
- Administrative communication is a social and psychological process that leaders can use to move the group towards achieving desired goals. It also enables leaders to understand employee attitudes, coordinate their links with other parts of the organization, and develop and direct human relations within the organization. (Ayik & Uzun, 2017).
- Administrative communication is an ongoing process, meaning that it is not limited to a period of time from the inception of the organization, but has accompanied the organization since its inception to create an atmosphere of work, preserve its documents and provide researchers, officials and others with the information and activities carried out by the organization throughout its different stages of development (Rawashdeh, 2018).

- Administrative communication is a circular process. This means that administrative communication does not go in a straight line only from one person to another, but it usually goes in a circular way, where all people are involved in communicating through a circular pattern in which includes sending and receiving, taking and giving, influence and be influenced. (Salem, 2017).
- Communication could not be cancelled, and that means it is difficult to cancel the effect of the communication message even if it is not intended. You may apologize to the person who received your message or apologizes by sending another modified message, but it is difficult to withdraw your words or to cancel the communication message in case it arrived to that person. (Hakimi and Shouki, 2017)

#### **Elements of successful administrative communication:**

There is no doubt that the success of administrative communication has many positive consequences. According to Geier & Duslak 2017, Saadi, Al-Hakimi (2017) and Aslanargun (2015), it is necessary to follow many of the most important terms in order to ensure this success:

- Provide an effective information system, including the flow, continuity and adequacy of data and information to be sent, in an easy and understandable manner.
- The accuracy and clarity of information to be sent from person to person.
- Choose the appropriate time to transmit information from sender to receiver, and recognize the various practical and environmental conditions surrounding the receiver of the message, to ensure the acceptance of the communication message and the implementation of its content.
- Studying the capabilities of the employees who receive the message, regarding their technical, scientific and behavioral aspects.
- Clarity of the purpose of the message should be reflected in the language used in the message.
- The need to provide a common and understandable language among internal staff in the process of transferring information.

### **Elements of transparency in administrative communication:**

According to Saadi (2017), transparency in administrative communication is achieved whenever the following elements are achieved:

- Easy to communicate when needed.
- Authenticity of information contained in the message.
- Explain decisions taken.
- Focus on key points during communicating with staff.
- Express the message clearly.

### **Previous studies:**

Several studies have dealt with administrative communication in schools and one of these is the study of (Hajan, 2006), which confirmed that the use of both verbal and written administrative communication methods in general education schools to a medium degree that exceeds the theoretical average; and that personal, organizational and environmental constraints affect the efficiency of administrative communication to a medium degree that exceeds the theoretical average. In addition, the results of the study confirm that organizational constraints are the main factors influencing the efficiency of administrative communication in schools, followed by personal and the environmental constraints.

The study of Zuabi (2005) aimed to identify the availability of communication skills and verbal messages among the clients from the point of view of subordinates and their impact on the effectiveness of administrative communication. The study showed that reading skill is the most skill available to the staff, and the most effective skills on the administrative communication are speaking and listening.

The study (Ryan & Rottmann 2009) sought to document administrative endeavors to contain members of the school community including teachers, parents and students in various school processes through promoting comprehensive communication practices.

The study ends up bypassing democratic choices, and using the hierarchical authority associated with the bureaucratic system they work in to ensure that the school is able to attract students to its semi-market system.

According to Gunbayi (2007), 55% of administrative communication is verbal, 27% is carried out through meetings and workshops, and only 8% of administrative communication through official communications. The same study found no statistically significant differences related to teachers' Attributable to sex or social status concerning the efficiency of organizational communication. In addition, there is a positive correlation among the dimensions of the efficiency of organizational communication, since the skills of organizational communication are not separated from each other.

The study of Qawatmiyeh (2017) aims at identifying the reality of administrative communication among teachers of primary education through knowing the type of communication prevalent (ascending or descending). To achieve the objectives of the study, the researcher designed a questionnaire and applied it to a random sample of 300 female and male teachers of primary education in the state Mostaganem. After the statistical processing of the data using the SPSS program, the following results were attained: -

- ✓ Administrative communication is the predominant type of teachers in primary education.
- ✓ There are no statistically significant differences in administrative communication among teachers of primary education attributed to gender and professional experience. Primary.

Al-Mutrafi's study (2012) shows that there is ease of communication when needed among school principals in Mecca. In addition, the main communication methods used by primary school principals in Mecca are the direct meetings conducted with teachers.

Spaho study (2013) aimed to analyze the importance of conflict management in organizational communication through identifying the basics of administrative communication as a starter to conflict management. The study focused on strategies and methods of conflict management, and on the importance of communicating to do business more effectively.



To achieve the objective of the study, conflict management was analyzed as a contemporary administrative term. Managers' roles were analyzed in terms of their participation in conflict management. One of the main findings of the study was that managers at lower levels were not able to deal with conflicts and with staff in general, and that conflict resolution at the senior management level adversely affects organizational efficiency.

The study of Neves & Eisenberger (2012) addressed administrative communication and its relationship to job performance. The most important outcome of this study was the existence a significant relationship between administrative communication and job performance, particularly the open communications between management and staff, which are effective in increasing job performance. In the study of Rawashda (2018) and through analyzing the effect of the characteristics of the educational organization on the efficiency of administrative communication from the point of view of managers in Jordanian ministries, it was found that there is a statistically significant impact of the characteristics of the educational organization on the efficiency of administrative communication among managers in Jordanian ministries.

The study (Bo Diaf and Ben Khoror, 2015) aimed at identifying the degree of communication skills and the pedagogic processing of primary school principals, and the impact of variables of gender, experience, and academic qualification, from the teachers' point of view. The study, which its sample consisted of (209) female and male teachers, reached the following results: The level of practicing communication skills among primary school principals in their pedagogic management was high. The study showed no statistically significant differences in the level of communication skills and the pedagogic processing of primary school principals, from the point of view of the teachers, attributed to variables, gender, experience, and scientific qualification.

The study of E . D . Nakpodi (2010), conducted in the state of Delta, Nigeria, aimed at identifying the impact of administrative communication on the management of high schools in the state. It was conducted on a broad population of 320 general secondary school principals and 9608 teachers. The study sample consisted of 30 managers and 650 teachers.

The main outcome of the study was that there are significant differences in the impact of communication on secondary school administration related to the variables of school location and gender.

The study of Arlestig (2008) investigated the relationship between administrative communication and organizational factors, and came out with many results, the most important of which that school communication is related to the daily activities of the students, and that communication with the managers is easy and direct, and that administrative communication includes corrective feedback and clarification, and that many managers, as educational leaders, exaggerate in assessing their communication skills. One of the important findings of the study is that the differences in communication between successful and less successful schools are attributed to organizational factors such as organizational structure and organizational culture, which are more important than the skills of managers.

After presenting the previous studies, the researcher found that they are consistent with the current research in terms of the general subject, since it deals with the subject of administrative communication methods in schools. Yet the researcher found it different in terms of addressing the sub-topics and therefore, he has identified the similarities and differences between the current and the previous studies as follows:

- Most of the previous studies dealt with the methods of administrative communication in schools and this is consistent with the current research.
- Current research differs from previous studies because it focused on the transparency aspect of administrative communication other than the previous ones presented in the research.

### The Study Methodology:

In light of the nature of the research and its objectives, one of the descriptive methods was adopted (survey) in order to explore teachers' vision of the effectiveness of administrative communication approaches in schools.

- a. **Methodology:** In light of the nature of the research and its objectives, one of the descriptive methods was adopted (survey), in order to explore the teachers' vision of the effectiveness of administrative communication methods in schools.
- b. **Study population:** The research population is composed of all the male and female teachers of the two schools in East Jerusalem, (744) teachers.
- c. **Study sample:** A random sample of 80 teachers was selected from various scientific disciplines
- d. **Study tool:** To achieve the objectives of the research and answer its questions, a questionnaire was designed based on the relevant literature, and consists of the axis of transparency, so that it was constructed as a closed questionnaire. The five-dimensional Likert scale was used to determine the weights of the responses as follows: (very big - big - medium - few - very few)
- e. **Validation of the questionnaire:** The questionnaire was presented in its preliminary form to a number of arbitrators with expertise and specialization in the Department of Educational Administration and Planning to ascertain the suitability of the paragraphs to measure the research axes.
- f. **Stability of the tool:** The stability of the tool was verified using the Cronbach's alpha equation for internal consistency. The stability coefficient values for the research axes were calculated for the scale as a whole. The value of the coefficient was (0.85). This value reflects high stability of the device, and make it valid for research purposes. The following table illustrates the coefficient of stability using the Cronbach's alpha for the axis of transparency.

Table (1) shows the coefficient of stability of the transparency axis according to the Cronbach's alpha method.

the hub	Stability coefficient
Transparency	0.85

### The Results

To identify the response of the sample members, the arithmetic average and the standard deviation were calculated on the transparency paragraphs as shown in Table (2) below:

Transparency of paragraphs	Arithmetic average	standard deviation	Degree of effectiveness
Easy to connect when needed	٢,٢٢	٠,٧٤	low degree
Credibility in the information contained in the letter	٢,٠٥	٠,٨٦	low degree
Explain decisions that are taken	٢,٣٣	٠,٧٧	low degree
Ease of providing information	٢,١٠	٠,٧٤	low degree
Focus on the main points of communication	٢,٣٥	٠,٧٨	low degree
Express the message clearly	٢,٢٥	٠,٧٥	low degree
Axis as a whole	22.1	٠,٧٧	low degree

It is clear from the above results that the axis of transparency has achieved a low degree of efficiency, indicating that the practice of transparency in administrative communication in secondary schools in Jerusalem is weak and the administrative communication process is vague and unclear. This may be due to the fact that school principals in East Jerusalem surround a lot of things with a cover of secrecy that includes many of the director's work.

This finding explains that over-secreting many of the principal's work makes school principals less inclined to transparent work, which limits the efficiency of the administrative communication methods of the school principal.

**Recommendations:**

In the light of the research findings, the researcher recommends the following:

- Raise awareness of high school principals in East Jerusalem by not overstressing on the secrecy of the principal's work.
- Building communication and connection with the staff more clearly in all matters related to administrative communication in particular and the educational process in general.
- Conduct a research on obstacles of the effectiveness of administrative communication in secondary schools in East Jerusalem.
- Conduct training courses to increase the qualifications of managers concerning administrative and cultural communication.

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