

Role of Administrative Oversight in Improving Principals' Management Performance in Southern-Hebron Public Schools from their View

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Abstract: *this study, employing a descriptive analytical methodology, investigates the impact of administrative oversight on improving the management performance of principals in public schools within Southern-Hebron. A questionnaire was administered to 180 principals from schools under the directorates of Southern-Hebron and Yatta during the first semester of the 2021-2022 academic year, aiming to elucidate their perspectives. The results indicate an overall positive perception with a high score of 3.67 across all fields. Specifically, the monitoring of administration files and records is deemed significant with an average score of 3.61, while teachers' monitoring receives a higher score at 4.16, underscoring its crucial role. However, the oversight's role in enhancing administrative and financial performance has a comparatively lower average score of 3.06. Conversely, oversight in assessment processes garners a higher average score of 3.85. Consequently, the researcher advocates for active participation of principals in constructing oversight systems within their directorates, emphasizing the collaborative effort as essential for overall school management enhancement. The study's implications resonate within the broader educational context, stressing the necessity for a balanced approach to administrative oversight, encompassing various aspects such as file monitoring, teacher supervision, financial performance, and assessment processes.*

Key Words: *Administrative oversight, improving administrative performance, principals view.*

Introduction

The twenty-first century witnesses a lot of studies that seek to improve the administrative process, especially educational systems, continuous improvement and professional growth for employees, as it enables employees to follow up on their work and take responsibility for decision-making, and the need to follow up on results and outputs through feedback, holding employees and all administrative units accountable and applying systems control within specific and clear measures ⁽¹⁾, that the results of control are the point at which other management functions begin planning, organizing, directing, and making the necessary adjustments in order to avoid deviations ⁽²⁾.

Management functions are the basic components of the administrative process in its various dimensions and levels. The main purpose of management is to achieve certain goals by carrying out business through other people. It is also responsible for achieving the best results in the most efficient way through possible human effort. Most of the research and studies have tended to identifying four functions of the administrative process, which are planning, organizing, directing and controlling, which means that ensuring that implementation is carried out according to the plan set, and the optimal control system is the one that rectifies the occurrence of the error and eliminates its causes, and the control may be internal

stemming from the internal administrative organization, or it may be external stemming from the system and the general law of the state ⁽³⁾.

Oversight is one of the most important foundations on which the administrative process is based, as it is a supportive process for administrative functions through permanent and continuous review, and it performs certain procedures to ensure the progress of work within the administrative institution in line with specific plans and future policies within the limits of the instructions stipulated to achieve the goals it seeks Serious to achieve it, ⁽⁴⁾

Administrative oversight is necessary in the administrative process, as it limits the deficiencies and deviations that afflict the stages of administrative activity, and works to formulate countermeasures to that deviation, and realizes the shortcomings while not allowing the administrative activity to depart from the limits drawn for it. She watches herself by herself. ⁽⁵⁾

Some administrators believe that the administrative control function has two aspects, the first aspect of which is related to following up and evaluating the results emanating from the various efforts in the project and correcting differences or deviations when they occur, while the second aspect is related to monitoring the achievements of the individuals themselves through the function of guidance and leadership ⁽⁶⁾.

In general, the importance of performance oversight is highlighted in the feedback it provides through which a strong correction is made for any deviation that occurs in the administrative process and focus on this function due to its importance in correcting the administrative process from planning and organizing until ensuring a high and continuous level of performance ⁽⁷⁾.

From here, we find that administrative oversight plays a fundamental and important role in determining the efficiency of management, raising the level of effectiveness, and ensuring the ability of administrators to make the right decisions and implement them in the best possible ways and images⁽⁷⁾ .

Study Problem:

Through the work of the researcher in the field of educational administration and his observation, he considered it necessary to shed light on the role of administrative control in developing the administrative work of principals of public schools in the south of Hebron.

Based on the foregoing, the study problem is summarized in the following main question:

What is the role of administrative control in developing the administrative performance of public school principals in southern Al-Halil from their point of view?

emerged from the main question:

- 1- What is the role of administrative control in developing the administrative performance of public school principals in southern Al-Halil from their point of view?
 - 2- What is the role of administrative oversight in developing the administrative performance of school principals through the follow-up of school workers?
 - 3- What is the role of administrative control in developing the administrative performance of school principals in developing the administrative and financial aspects of the school?
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- 4- What is the role of administrative control in developing the administrative performance of school principals ? Q. The role of administrative control in the evaluation process?

Study hypotheses:

The first hypothesis : There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) for the role of administrative control in developing the administrative performance of public school principals in South Hebron from their point of view due to the gender variable.

The second hypothesis : There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) for the role of administrative control in developing the administrative performance of public school principals in South Hebron from their point of view . For the educational qualification variable.

The third hypothesis: for the variable there are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) for the role of administrative control in developing the administrative performance of public school principals in South Hebron from their point of view due to the variable of years of experience.

The fourth hypothesis : There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) for the role of administrative control in developing the administrative performance of public school principals in South Hebron from their point of view due to the directorate variable.

Study Objectives:

The study aims to:

1. Identifying the role of administrative oversight in developing the administrative performance of public school principals in southern Hebron from their point of view.

Sub-objectives branch out from the main objective, the most important of which are:

2. To identify the degree of practice of public school principals in South Hebron methods of developing administrative performance.

3. Ensure that there are significant differences Statistics at the level ($\alpha \leq 0.05$) for the role of administrative control in developing the administrative performance of public school principals in South Hebron and their point of view And revealing the impact of each of (gender, educational qualification, years of experience, directorate).

The importance of the study:

It is clear that there is an increasing need to study the leadership positions and roles, the requirements for successful performance and the obstacles that impede this performance, in order to identify the strengths in order to support them, and the weaknesses in order to fix them, remedy them and avoid them in any future planning.

The importance of the study appears as follows:

1- first studies that will reveal the role of administrative control in developing the administrative performance of public-school principals in southern Hebron from their point of view, as far as the researcher knows.

2- The current study is one of the attempts to identify the role of administrative supervision in developing the administrative performance of school principals.

3- It will draw the attention of planners and senior management to the importance of the role of administrative control in developing the administrative performance of school principals.

4- This study will benefit from:

- school principals in general

- Those in charge of following up school principals in the Ministry of Education and Higher Education.
- Researchers in the field of educational administration.

Study limits:

- Objective limits: the role of administrative control in developing the administrative performance of public school principals in southern Hebron from their point of view .
- Human Limits: Principals of public schools in South Hebron affiliated to the Directorate of Education / South Hebron and the Directorate of Education of Yatta.
- Spatial boundaries: All public schools affiliated to the Directorate of Education / South Hebron And the Yatta Education Directorate.
- Time limits: the first semester of the academic year (2021/2022)
- Objective limits: The limits of the objective study include the role of administrative oversight in developing the administrative performance of government school principals in southern Hebron and presenting proposals that contribute to the development of administrative performance.

Study terms:

- Role: A group of related activities or behavioural frameworks that achieve what is expected in certain situations, and the roles entail the possibility of predicting the individual's behaviour in different situations. (2002, 103)
- Administrative control: an administrative function and it is a continuous and renewed process by which it is verified that the performance is based on what was set by objective goals and standards, by measuring the degree of success of actual performance in achieving the goals and standards for the purpose of correct evaluation. ⁽⁸⁾

The researcher defines administrative oversight procedurally as: the field follow-up that is carried out by the Administrative Oversight Department to follow up the work of school principals, and the role of oversight is demonstrated through the responses of the study sample in this research.

- Theoretical framework and previous studies:

Administrative control is the fourth function among the main administrative functions. It is located in the last stages of administrative work and contains measuring the results of the work of workers, regardless of their job titles, to identify and correct deviations for the purpose of evaluation, not troling, by ensuring that the goals and plans set have been implemented and achieved as is. It is required, therefore, the administrative control process is closely related to all other administrative functions. ⁽⁹⁾

The process of administrative oversight is considered a major component of the administrative process on which the administration is based at any administrative level, and the process of researching administrative oversight in particular is an old matter, but its importance has become clear at the present time as a result of the expansion of the scope of the administration, the multiplicity of its devices, the enormity of its size and the development of its techniques, and oversight is an administrative function It is required at all administrative levels, as it is not limited to senior management, but extends to all other administrative levels, and is closely related to the administrative process ⁽¹⁰⁾.

As for the role that the administration exercises, it constitutes the strongest link in any institutional work because it performs a set of functions (planning, organizing, directing,

controlling, and decision-making), which cannot be dispensed with. Therefore, the method or mechanism of administrative functions wisely and rationally is the essence of the educational process. This applies to all the functions and objectives of the administration that must be applied to all branches and fields of administration, including school administrations ⁽¹¹⁾.

Developing the performance of school administrations can be achieved through a clear common vision in which all school principals in the Ministry of Education participate, and they are interested in reaching it through a system of educational values, effective goals and balanced plans, with the need to pay attention to the human element: selection, preparation, development, motivation and encouragement using permanent plans and strategies Human resources that integrate with the school's strategies and vision, interest in international quality standards, improvement and development of the performance and constructive proposals of principals. ⁽¹²⁾

Administrative Control:

Administrative control is a process based on the alignment between the principal and the requirements and objectives of the educational institution to which he belongs, and it is a continuous dynamic process that does not stop at a certain stage. Inside the school on the other hand, in addition to achieving administrative creativity.

The control function aims to ensure that the actual performance proceeds according to the plans set in a way that confirms the extent of the direction towards the goal, and then the course can be corrected by discovering deviations, identifying defects, and working to avoid their causes by taking appropriate corrective measures in an appropriate manner, and ensuring that implementation was carried out in accordance with what Plan it. Monitoring is a continuous and renewable process by which it is verified that performance is carried out as set by the goals and standards for the purpose of evaluation and correction ⁽⁸⁾.

Definition of management control:

Linguistically, censorship means watching, observing, and guarding, and it is derived from the verb raqib, which means guarding and observing him.

Oversight idiomatically: Fayol defined oversight as involving investigation if something happens in accordance with the plan laid down and the instructions issued and that its purpose is to point out weaknesses and errors with the intent of addressing them and with their recurrence, and it applies to everything, equipment, individuals, and actions ⁽¹³⁾.

Al-Qasas indicates that oversight has an administrative function, and it is the method and means through which the administrative leadership can know and determine by which all goals have been achieved to the fullest, sufficiently, in a timely manner, in line with the goals, plans and standards of the organization ⁽¹⁴⁾

Whereas Atwi defined it "It is the assurance that implementation is carried out according to the plan set and that it leads to achieving the goal set at the beginning and working to uncover weaknesses to treat and correct them."⁽³⁾

Whereas Assaf and Masuda indicated that it is a process by which the extent to which the goals to be achieved are achieved, to reveal the obstacles that hinder their achievement and work to overcome these obstacles in the shortest possible time ⁽¹⁵⁾.

It was also defined as: organizing interaction between different institutions within a set of controls and instructions, controlling information and using methods of control and administrative power ⁽¹⁶⁾.

Modern administrators believe that administrative oversight has two aspects, the first aspect is related to following up and evaluating the results emanating from the various efforts, and correcting differences or deviations when they arise, while the second aspect is related to monitoring the achievements of the individuals themselves through the function of guidance and leadership ⁽¹⁷⁾.

The definitions of oversight have varied and differed between administrators, administrative scholars and writers, as each of them defined it from the angle of his specialization. Modern scientific development has led to expansion and deepening of the concepts of oversight. The goal of oversight is no longer only to ensure that the results are consistent with the objectives set, but the goal of oversight has become broader, more general, and more comprehensive than that, so that its modern concept covers the various aspects of reviewing plans and examining all activities and programs. Follow-up changes that affect the achievement of the objectives of activities, measure the elements of the economy and efficiency that may affect the goals of the government, evaluate the performance of activities and programs implemented by government agencies, assist in the process of making future decisions in various social, economic, and educational fields ⁽¹⁸⁾.

Dr. Salah Shanwani provides a more specific definition, "The oversight is an administrative function that measures and corrects the work of assistants and subordinates in order to ensure that the goals and plans drawn have been achieved and implemented".

Administrative Control Goals:

Ali points out that oversight seeks to implement and achieve many goals, namely: overcoming problems and obstacles that hinder the reasons for executive work, ensuring that the higher administrative levels of the organization are fully aware of the work being done in the levels it supervises, and that other administrative levels receive the necessary information clearly and easily, in order for coordination, guidance and necessary decisions to be taken, also to ensure that the rights and benefits granted to individuals and workers are respected, and that there is no abuse in the use of authority and that everyone is equal before the system, assessing principals to ensure their competence at all levels and their good behaviour, and knowing the efficiency of teachers' performance for their activities in the organization, and performance evaluation to achieve the general goals of the organization, and reveal the extent of loyalty and satisfaction of employees, workers and their superiors with the institution in which they work, and subjecting the institution to the systems, regulations and laws that regulate the work of individuals. In addition to making sure that the established rules are applied correctly, especially financial matters within the limits of their disposal, to prevent deviations from the trustees of the funds and to avoid any unjustified extravagance in expenses ⁽¹⁹⁾.

The importance of management oversight:

Oversight in the administrative process has a very strong connection with planning, and it is the function that shows weaknesses in the administrative process. Ayasrah and Bani Ahmed

indicated the importance of administrative oversight: oversight encourages management to achieve goals, stand on the implementation of plans, detect difficulties in a timely manner and take action. Appropriate decisions to prevent errors when implementing plans. Control also contributes to changing and modifying plans and programs by looking at actual operating conditions or looking at factors that affect the implementation of planning, amending plans and defining procedures to put things in their way before the circle of deviations grows. Control is a guarantee of good the workflow guarantees sound results at work because it places the responsible agencies on the extent to which economic units or sectors have achieved economic and industrial goals, whether through internal or external control ⁽²⁰⁾.

Saadi indicated that oversight achieves justice and lies in knowing the negligent workers and encouraging those who make efforts to raise the level of plans set by the administration, and oversight, if it is carried out by the responsible agencies, then this provides quick productivity at a low cost, that oversight illuminates the way for management in knowing the level of Work where you provide managers with human resources and material resources that enable the manager to follow up the workers, whether it is weekly or monthly ⁽²¹⁾.

Yaghi (2013) adds that oversight improves performance, corrects errors, and prevents deviations through quality in production at the lowest cost. It corrects the error that occurs in the production process, and encourages those responsible for improving performance and coordination between one group, which is based on achieving maximum peaceful results and implementing plans in an efficient manner. It is fast and sound and detects lost places, through coordination that takes place through oversight.

Dodin mentions that administrative control is one of the most important administrative functions because of its great role in achieving the goals of the institution, and completing its work in all integration, consistency, balance, and the lowest cost within the specified time⁽²²⁾.

We conclude that administrative control aims to achieve many of the institution's goals, including educational goals, as its application in schools enables administrative control in the directorates of education and education to develop administrative performance, raise the efficiency of school principals, correct errors, and know the level of work, which leads to upgrading the level of the school and increasing its efficiency and effectiveness The aim of administrative oversight is to develop the performance of school principals and push them towards creativity and excellence, and thus the advancement of schools that suffer from sagging and administrative weakness.

Management control features:

The oversight process is the beginning and the end of administrative functions. It is a process that contains many characteristics that Tarawneh and Abdel-Hadi (2011) indicated, including: Administrative oversight is an activity, function, and process that aims to clarify deviation or error and correct it based on the set goals. It is also an administrative process practiced by the three administrative levels. In proportions that differ from one level to another, in addition to that it is a process that helps to give feedback to the goals and helps in evaluating workers and managers at the same time in terms of management skills and their application, follow-up and implementation of pre-established plans and knowledge of the causes of deviation or error, as well as an administrative process that facilitates the process of presenting solutions and proposals to decision-makers. After identifying and analyzing the causes.

And Pierce adds that oversight is a dynamic and reflexive phenomenon, and it is not only a function of management, as it includes multiple parties and an outcome that is influencing behaviour, working on revealing creative aspects, and raising the level of performance in the implementation of creative practices ⁽²³⁾.

Types of administrative control:

There are many types of administrative control that can be identified according to the criterion used in its classification, for example according to the criterion of time, quantity, quality, cost and comprehensiveness, which are common and well-known criteria.

Censorship in terms of the timing of its occurrence:

Abbas (2012) points out that, on the basis of this temporal criterion, censorship can be classified into three types:

- 1- Preventive control: This type of control works on the basis of predicting or anticipating the error and discovering it before it occurs. This type of control takes into account the need to prepare to confront it or prevent its occurrence.
- 2- Simultaneous monitoring: Monitoring the workflow from its beginning to its end, so it measures the current performance and evaluates it by comparing it with the standards set to detect deviation or error at the moment of its occurrence and work to correct it immediately to prevent the exacerbation of the size of the loss.

Control in terms of its administrative levels:

Assaf and Masuda (2018) classify censorship according to this criterion into three types:

- _ Control at the individual level: This type of administrative control seeks to evaluate the performance of working individuals and to know the level of their efficiency in work and their behaviour by comparing their performance with the relevant standards.
- 2_ Monitoring at the level of the administrative unit: This type aims to measure and evaluate the actual achievement of one department or one of its departments in order to know the extent of its efficiency in performing its tasks and achieving the objectives required of it.
- 3_ Presidential control : It is exercised by the official over his subordinates in the administrative hierarchy, including all the upper, middle and lower levels .

Censorship at its source

Muhammad and Al-Aboudi ⁽²⁴⁾ indicated that control can be classified according to this criterion into internal and external control:

- 1_ Internal control: It is the control that takes place within the institution and at all administrative levels, and the individuals working in it due to the difference in their jobs and position in the organization, whether they are managers or heads of divisions.
- 2_ External oversight: It is the oversight that takes place from outside the institution and is carried out by specialized oversight bodies, and it is mostly subordinate to the state, such as the Civil Service Bureau that monitors the recruitment process and determines job cycles, promotions and termination of service, as well as the Oversight Bureau.

Control in terms of the quality of the deviation

Control is classified according to this criterion into two types: positive control and negative control:

- 1_ Positive control: identifying positive deviations in order to know their causes and support them, and then benefit from them more in the future, and predict errors and deviations that are expected to occur .

2_ Negative control: detecting negative errors and deviations, identifying and knowing their causes and effects, working to correct them, taking measures to prevent their recurrence, and punishing the perpetrators of deviations and errors. (Yagi, 2013).

control in terms of its organization

Naqshbandi and Al-Hayali (²⁵) indicate that preventive control in terms of organization is divided into:

1_ Sudden control: Surveillance that takes place suddenly and without prior warning in order to monitor and control work without making prior arrangements from the manager or line manager.

2_ Periodic control: which is carried out every period of time, i.e. according to a regular schedule, where it is determined daily or more often every week or every month, and a schedule may be set on a quarterly or semi-annual basis, the aim of which is prevention more than treatment.

3_ Continuous control: It is done through follow-up, supervision, and continuous evaluation of work performance, and is characterized by permanence and continuity.

Abu Al-Qahf (²⁶) adds to the types of control based on the timing of the control: There are three types of control:

1_ Previous control: It is concerned with verifying the provision of all requirements and means to complete the work, before starting implementation, as it reduces the degree of deviation between the actual performance and the expected performance, works on forecasting, preparing and finding appropriate solutions, so control helps to face future problems that may stand in the way Better implementation.

2_ Ongoing supervision: real-time monitoring that accompanies the performance and follows up the activities during its practice, whereby the supervisor or manager observes the performance and identifies deviations from the standard at the site of the standard at the work site and immediately prepares the appropriate recommendation or appropriate decision.

3_ Subsequent control: This type of control is applied after the completion of the implementation of the activities and thus focus on the past performance, where the management is informed of the results of implementation after a certain period of time and is provided with the results of the comparison between the actual goals and the goals set in advance.

The researcher noticed from the foregoing that there is almost agreement between most researchers and writers that the simultaneous supervision is the simultaneous supervision accompanying the performance and the sequence of activities, and that the application of each of the previous control, the subsequent control, and the simultaneous control collectively, i.e. To the objectives set and planned, and thus help to improve the work of institutions in general and educational institutions and schools in particular.

(2008) also added the types of administrative control according to the type of means of collecting information and facts to:

1. Control of documents, records, files and documents

The oversight activity here is on the documents and records in the organization to verify the validity of these documents. For this reason, the documents, documents and records form another means of administrative control. By monitoring them, the oversight can reach knowledge of the workflow within the organization. This type of control is able to ensure that

the actions and procedures are proceeding in accordance with the instructions and laws in force and originally planned to achieve the objectives.

2. Monitoring the behaviour of workers and their work performance

This type of control relies on the personal observation of the behaviour of workers and their tools for work, and personal observation is considered one of the best means for collecting information about the behaviour of workers and their performance, as the person in charge of monitoring himself watches what is happening in completely normal conditions, which increases the accuracy of the information obtained through personal observation. There are tools that can be used to obtain a realistic picture of the behaviour of workers, such as: recording tools and tapes.

After examining the researcher on the official books sent by the heads of departments for monitoring and field follow-up in the directorates of education in the northern governorates addressed to school principals, she found that they focus primarily on records and administrative files such as attendance and departure books, workers leave record, student absence record, and internal correspondence record. , cumulative cards, a record of organizing the admission and registration of new and outstanding students, the annual plan, the incoming and outgoing record, the school committee file, official time reports, the student dropout file and many others, secondly, records and files of supplies and books such as the record of allocated supplies, the record of consumable supplies, books of entry documents and output, log books, destruction lists and output documents.

Studies:

I aimed Traveling study (2020) identifying the degree of using management information systems and its relationship to the level of administrative control among educational leaders at the Ministry of Education Centre in Jordan . The study sample consisted of (150) educational leaders who were selected using a comprehensive survey method. Two questionnaires: the first for the use of management information systems, and the second for administrative control. The validity and reliability of the two tools were verified. The results showed that the degrees of using management information systems and administrative control among educational leaders were high. The results also showed that there was a positive correlation with statistical significance between the degree of using systems administrative information and its fields, and between the level of administrative control and its fields from their point of view. The results also showed that there were statistically significant differences at the level of significance. ($\alpha \leq 0.05$) in the level of administrative control in the use of (software, human requirements, and quality of information) is attributed to the variable of valid academic qualification, postgraduate studies . In the centre of the Ministry of Education due to gender, and the valid qualification of postgraduate studies, and the results showed that there are differences in the level of administrative control among educational leaders in the centre of the Ministry of Education due to the variable of the valid job title of the director, and there are no statistically significant differences in the level of administrative control among educational leaders In the centre of the Ministry of Education, attributed to (sex, educational qualification, and years of service).

Al-Sahbiyya ⁽²⁷⁾ aimed to identify the degree of administrative control practice among governmental secondary school principals and its relationship to resistance to organizational change among teachers in the governorate of Oman from the point of view of assistant principals, the study followed the descriptive correlational approach, representing the study

population of all assistant principals in Amman, and the study sample consisted of (280) respondents, and the researcher relied on collecting data through two questionnaires, the first questionnaire to measure administrative control among school principals in government secondary schools and the second questionnaire to measure the resistance to organizational change among teachers, and the validity and stability of the two tools were confirmed. The study reached a number of results: The degree of practicing administrative control among public secondary school principals in Amman from the point of view of assistant principals in general was high. In general, it was medium, and the following results showed: There is a direct positive correlation at the level of significance ($\alpha \leq 0.05$) between the degree of practicing administrative control among public secondary school principals in Amman and resistance to organizational change, as well as the absence of statistically significant differences in the degree of administrative control. Resistance to organizational change is attributed to the variables (sex, educational qualification and years of service).

The study of Al-Wathani⁽²⁸⁾ aimed to identify the reality of administrative control in government agencies, as well as to identify the reality of job laziness in government agencies, as well as to identify the extent to which administrative control contributes to reducing job leave from the point of view of employees of the oversight body. The study came under the title of administrative control and its role in reducing job turnover from the point of view of the employees of the Control and Investigation Authority. The study population consisted of employees of the Control and Investigation Authority in the Administrative Control Department, who numbered (113) observers and monitors, in the city of Riyadh, and the size of the study sample was (99) observers and monitors. The researcher used the descriptive survey method, the questionnaire as a study tool for collecting information, and the study concluded a number of results: There is a direct and statistically significant relationship between the reality of administrative oversight and government agencies with an arithmetic mean of (3.27), and the reality of job idleness in government agencies with an arithmetic mean of (3.24). I also found that the members of the study community agree with a score of (4.20), the arithmetic mean, on the obstacles that limit the role of Administrative control in reducing job neglect in government agencies, and the presence of statistically significant differences with an average of (3.77) in the answers of the sample members about the axes of the study according to the educational qualification variable. Technological means to reduce job leakage within government agencies.

Abu Sharkh and Al-Aswad⁽²⁹⁾ attempted to identify teachers' estimates of the degree of secondary school principals' practice of administrative accountability in Gaza Governorate in the light of the variables (gender, educational qualification, years of service, and educational district). The study used the descriptive approach, and the two researchers designed a questionnaire (administrative accountability) It contains (29) paragraphs, and the questionnaire was applied to a sample of (479) male and female teachers. Relative weight (81.04%) to a large extent, and it was found that there were no statistically significant differences between the averages of teachers' estimates of the degree of practicing administrative accountability by secondary school principals in Gaza governorates due to the variable (sex, educational qualification, years of service), while significant differences appeared in the educational area variable in favour of the eastern Khan Yunis and northern Gaza regions. In light of the results, the study recommended holding training courses for managers who need to raise their competencies in the practice of administrative

accountability, and that the Ministry define clear mechanisms for administrative accountability to assist managers in performing their work.

And Al-Rifai⁽³⁰⁾ conducted a study aimed at estimating the need to rely on the administrative control process to improve performance in the directorates of education in Jordan, and the study population consisted of all directors of education and their assistants. Jordanian directorates of education by distributing the study tool (questionnaire) to all members of the study community, which represented the study sample of (122) distributed among (42) education directors, (40) financial administrators, and (40) educational technical directors. Distributed all over Jordan within (42) administrative regions. The study used the descriptive survey method. The reliability of the tool was verified using the Cronbach alpha equation. As for the validity of the tool, it was verified by the validity of the arbitrators. The study showed the following results: Dimensions of the administrative control process to improve performance in the Jordanian education directorates to a medium degree. The Jordanian directorates of education need to rely on the dimensions of the administrative control process to improve performance significantly.

And the study of Chami⁽³¹⁾ dealt with the impact of administrative control on evaluating the performance of employees , a case study , University of Mohamed Boudiaf M'sila _ where the researcher studied administrative control in its dimensions (administrative reports, personal notes, estimated budget, complaints and organizations) on evaluating the performance of employees at the University of Mohamed Boudiaf The study population consisted of the category of administrative employees in the institution under study, University of Mohamed Boudiaf, and the number of the study population was (790), and the study sample consisted of a group of university employees of all levels . The questionnaire as a study tool, the study concluded that administrative control has an impact on employee performance evaluation, one of the most prominent methods of performance evaluation, and the study recommended studying the impact played by administrative control in improving the quality of services in Algerian universities, and the extent of the impact of administrative control methods on employee performance evaluation.

While Al-Ajlouni⁽³²⁾ conducted A study aimed at identifying the reality of administrative control and its relationship to organizational laxity in the Directorate of Qasaba Al-Mafraq Education from the point of view of principals and teachers, and knowing the impact of gender, educational qualification and experience . In the Directorate of Education, Qasaba Al-Mafraq, the sample of the study was randomly selected and consisted of (621) male and female teachers, and (81) male and female principals. The second axis of the questionnaire on a sample of teachers measured organizational laxity among principals of schools in Qasaba Al-Mafraq District. The Directorate of Education, from the point of view of school principals, is attributed to the variable gender and educational qualification , and there are statistically significant differences attributed to the variable experience towards the field of school environment, and there are differences Statistically significant attributable to the variable experience in the administrative field, the presence of a positive inverse correlation between the areas of administrative control and organizational laxity, and the presence of a negative relationship between the total field of administrative control and the field of organizational laxity.

The study of Sergio and Edgre⁽³³⁾ came with the aim of identifying the importance of administrative authority and its role in promoting justice among school principals in the State of Mexico . 1700) public school morning and evening, and the study concluded that administrative control without controls and instructions may lead to inequality and that the pursuit of efficiency and effectiveness in public bodies achieves social justice.

While the study of Yassin⁽³⁴⁾ aimed to identify the degree of effectiveness of administrative control and the degree of application of job performance among principals of basic public schools in the governorates of the West Bank from the point of view of teachers and the relationship between them, and aimed to know the impact of each of the variables (sex, qualification Scientific, specialization, scientific experience, school location, education directorate website) in the effectiveness of administrative control and its relationship to job performance among principals of basic government schools in the governorates of the West Bank from the point of view of teachers. The study population consisted of all male and female teachers of basic public schools in the governorates of the West Bank, in the academic year (2012-2013), and they numbered (14206) male and female teachers in basic public schools in the governorates of the West Bank. The study was conducted on a stratified random sample of (852) Male and female teachers, and to achieve the objectives of the study, the researcher used the (descriptive-relational) method, and the researcher prepared a (questionnaire) and the data was analyzed using the statistical package programs for social sciences. The governorates of the West Bank are large and high, and the total degree of the areas of the reality of job performance among the principals of basic public schools and their directorates in the governorates of the West Bank is large and high, in addition to the existence of a statistically significant relationship at the function level $\alpha \leq 0.05$)) between the effectiveness of administrative control and job performance Principals of basic public schools in the West Bank governorates from the point of view of teachers, that is, there is a strong positive direct relationship between the effectiveness of administrative control and job performance.

The study of Hebert and Shadreck⁽³⁵⁾ aimed to identify the understanding of the experiences of secondary school principals and their views on ensuring quality and accountability in secondary schools. The researchers used the descriptive approach in the study, in addition to the case study approach .) from the principals of secondary schools in Gweru, Zimbabwe. The study reached the results: Creating an appropriate environment to ensure control, accountability and quality in education, by creating positive relationships with faculty members. The study also recommended the need to train workers in the education sector, provide financial capabilities, and develop growth. For teachers, forming companies with the private sector to obtain financial support and funding.

The study aimed at Ataphia⁽³⁶⁾ , To identify the degree of application of accountability by teachers in the administration of secondary schools in the Delta region in northern Nigeria, and the researcher relied on the descriptive analytical approach, and used the questionnaire as a study tool to achieve the objectives of the study, and the study sample size was (353) Male and female male and female teachers working in (31) schools in the Delta region. The sample was selected using a simple random method. The study found results: There are no statistically significant differences between the attitudes of teachers and schools regarding the application of accountability. Among the most important recommendations: developing

infrastructure facilities, providing means and equipment Teaching teachers, providing a more effective work environment, raising the wages and salaries of teachers.

Study Methodology and Procedures

At this part ,Study methodology and procedures are a full and detailed description of the method and procedures of the study carried out by the researcher to implement this study . __ statistical analysis.

Study Curriculum:In this study, the researcher used the descriptive approach Which is based on the study of the phenomenon at the present time As it is in fact, it is the appropriate and best approach for such studies .

Study community:population consisted of all (271) principals of South Hebron schools, according to the statistical survey of the Directorates of Education of South Hebron and Yatta for the academic year (2021-2022).

Study sample:consisted of (180) from Principals of schools in the South Hebron Directorate and the Yatta Education Directorate, and they were chosen using the stratified random sampling method. Table No

Table (1): Characteristics of the demographic sample

The ratio	the number	variable levels	variable
%55	100	male	sex
%45	80	feminine	
%30.5	55	less than five years	Years of Experience
%30.3	60	From 5 years to 10 years	
%36.1	65	More than 10 years	
%72	130	Bachelor's	
%28	50	Master's degree and above	school level
%55	100	south of Hebron	
%45	80	Yatta	
47.3 %	85	The basics of the world	
%30.5	55	Highly essential	
%22.2	40	secondary	
72%	130	Bachelor's	Qualification

Study tool: Reliability was calculated using the internal consistency method and by calculating the stability equation (Krönbakh alpha), where the value of stability was (0.768) . Thus, the questionnaire has a very good degree of stability and can be relied upon to achieve the objectives of the study , as shown in Table (2) .

Table No. (2): Results of the Cronbach alpha coefficient for the stability of the study tool

m alpha value	The number of paragraphs	number of cases	Statement
0.768	35	180	stability of the study tool

Table 3: Correction keys

Class	SMA
low	2.33 – 1.00
Medium	3.67 – 2.34
High	5.00 - 3.68

Analyzing the Results of the study

chapter includes a statistical analysis of the data resulting from the study, in order to answer its questions and hypotheses .

Study questions: The first question: What is the role of administrative oversight in developing the administrative performance of public school principals in southern Hebron from their point of view ?

To answer the previous question, the arithmetic means and standard deviations were extracted to measure the extent of the role of administrative control in developing the administrative performance of public school principals in the districts of South Hebron and Yatta .

Table (4): Arithmetic means and standard deviations for the role of administrative control in supervising administrative files and records

Class	standard deviation	SMA	the side
High	0.93	3.86	Supervision monitors the teachers' signatures through the register or the electronic office clock
High	0.79	3.82	The administrative control checks the records of the financial budget
High	0.87	3.72	The administrative control continues to empty the notes on the various administrative records continuously to avoid errors
High	0.98	3.68	The administrative control notes the attendance and departure of students
Medium	0.81	3.61	Control audits administrative records for the purpose of supervision, evaluation and development
Medium	1.07	3.61	Administrative control follows up on school visits and activities documented in records
Medium	0.95	3.58	Administrative control takes into account the timing, date and signature of the official meeting record
Medium	0.92	3.47	Oversight monitors the work of the committees continuously to see the degree of compliance with the activities and plans, such as the health, scouting and scientific committees
Medium	1.02	3.36	Control matches records to reality through sudden inventory of assets
Medium	0.95	3.34	Censorship monitors book records and destruction lists
Medium	0.65	3.61	Total marks

We note from the previous table, and through the data contained in the table, that the role of administrative control in supervising administrative files and records was medium, with an arithmetic mean of (3.61) with a standard deviation of (0.65).

The most important paragraphs were (Monitoring monitors the signatures of teachers through the register or the electronic office clock).

With an arithmetic mean of (3.86) with a standard deviation of (0.39), and the least important paragraphs were (monitoring control book records and destruction lists) with an arithmetic mean of (3.34) with a standard deviation of (0.95).

This result is attributed to the attempt to monitor as much as possible the administrative and learning process and follow up on everything that happens inside the school to ensure the educational process goes smoothly, as well as following up on the commitment to the official working hours inside the school by looking at the signatures of the teachers in the official record of the school, and the result of this study agrees With the results of the Rahala study (2020) and disagreed with the results of the Al-Sahbiyya study (2019).

second question: What is the role of administrative oversight in developing the administrative performance of school principals through the follow-up of school workers?

standard deviations were extracted for the second field, the role of administrative control in following up the school workers , as shown in Table No. (5).

Table (5): Means and Standard Deviations The role of administrative control in the follow-up of school workers

Class	standard deviation	The arithmetic mean	Paragraph
High	0.61	4.45	Supervision checks class schedules according to majors and assignments
High	0.67	4.28	Oversight follows up on permission work and adherence to attendance and absence dates
High	0.79	4.22	Supervision monitors teachers' work such as preparation, marks, plan
High	0.86	4.21	Supervision evaluates the supervisory visits of teachers in their classes in order to determine the level of their performance
High	0.84	4.16	Oversight follows up the manager's administrative work, including records and follow-up plans, and provides feedback to develop administrative performance
High	0.98	4.09	The oversight monitors the vacations of administrators and teachers according to the laws and instructions
High	0.86	4.05	Oversight motivates workers to adhere to developmental training courses
High	0.84	4.03	Supervision is keen to hold periodic meetings to inform principals of school problems and how to remedy them
High	0.82	4.01	Oversight ensures the availability of human and financial resources, tools and equipment necessary to carry out administrative work
High	0.80	4.16	Total marks

We note from the previous table and through the data contained in the table that the extent of the role of administrative control in following up the workers in the school is high, as the arithmetic mean was (4.14) with a standard deviation of (0.57).

The most important paragraphs were (monitoring checks class schedules according to specializations and assignments) with an arithmetic average of (4.45) with a standard deviation of (0.61), and the least important paragraphs were (monitoring checks the

availability of human and financial resources, tools and equipment necessary to complete the administrative work) with an arithmetic average of (3.91) with standard deviation (0.86). The researcher considers this an integral part of the work of administrative oversight, and it constantly follows up the schedules of classes in schools to see the progress of the learning process and its regularity, and that all tasks assigned to teachers are identical to the teacher's specialization. This result is consistent with what was stated in the study of Abu Sharkh and Al-Aswad (2019). And it disagreed with the results of Al-Wathani (2019) study. The third question : What is the role of administrative control in developing the administrative performance of school principals in developing the administrative and financial aspects of the school?

Table (6): Means and Standard Deviations For the third area, the role of administrative control in the development of financial management

Class	standard deviation	The arithmetic mean	Paragraph
High	_ 0.831	3.93	Oversight follows up the school's annual and developmental plan
High	_ 0.854	3.93	Oversight ensures that the strategic plan of the Ministry of Education is implemented according to the principles proposed by it
High	1,040	3.71	Monitoring follows up the operational school's strategy according to the scientific, administrative and educational foundations
High	1,020	3.65	Oversight ensures the distribution of administrative tasks to the administrative and developmental staff in the school
Medium	1,176	3.17	Oversight monitors the formations of the school annually in terms of disciplines, the number of teachers, the number of classes, and the number of people
Medium	1,125	58 2.3	Monitoring follows up on everything related to finance, including school donations, expenses, and gifts, documented in the finance register
too high	_ 0.714	5 4.2	Monitoring monitors the financial allocations for the needs of teachers in the school
too high	_ 0.725	4.26	Monitoring follows up on maintenance work and ways to provide safety and health standards in the school
High	_ 0.761	4.09	Control is keen on the necessity of having bills and bank notes
High	_ 0.712	3.83	,Monitors the work and cleanliness of the school's public facilities such as sanitary units and the canteen
Medium	1,235	2.36	Oversight provides recommendations and financial solutions necessary to improve the level of performance
Medium	1,233	2.36	Control holds managers responsible for financial deviations accountable
High	1,641	3.06	Total marks

We note through the data presented in the previous table that Paragraph No. (8), which states (the oversight follows the annual and developmental plan of the school), obtained the highest arithmetic average, as the arithmetic mean was (4.26) and a standard deviation (0.725), and the least important paragraph was Paragraph No. (10).) which stipulates (control shall hold managers responsible for financial deviations accountable).

Also, it is considered one of the basic tasks of oversight to follow up the annual and developmental plan of the school in order to follow up the developmental plan of the school and the extent of its application on the ground and try to develop it continuously to keep pace with recent developments in the educational aspect, and this result is consistent with what was stated in the study of Al-Rifai (2018).

Fourth question: What is the role of administrative control in the evaluation process?

Table (7): Arithmetic means and standard deviations for the paragraphs of the field of the role of administrative control in the evaluation process

Class	standard deviation	The arithmetic mean	Paragraph
High	1,138	3.38	Oversight evaluation of the school principal's annual plan in terms of preparation and achievement
High	1,064	3.22	,Oversight evaluates the manager's administrative work, including plans records, and follow-up
High	1,194	2.51	Evaluation of the school principal's follow-up of teachers' work in order to provide continuous evaluation and development
High	1,205	2.30	,Oversight evaluation of the school's commitment to safety standards including the health protocol
High	0.886	3.85	Total marks

We note from the previous table and through the data contained in the table that Paragraph No. (1), which states (Evaluation of control over the annual plan of the school principal in terms of preparation and achievement) on an arithmetic mean (3.38) and a standard deviation (1.138), and the least important paragraphs were Paragraph No. (4) where I got an arithmetic mean (2.30) and a standard deviation (1.205).

And because one of the tasks of administrative oversight is to follow up on the principal’s work in all its aspects, as it follows up on the annual plan of the principal of the school and how it was prepared to match the general plan of the educational system, and also to see what has been accomplished of this plan, and this result is consistent with the results of the study of Al-Shami (2018).

Study hypotheses:

The first hypothesis: There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) for the role of administrative control in developing the administrative performance of public school principals in South Hebron from their point of view due to the gender variable. to validate the previous hypothesis A t - test was used between the means

The role of administrative control in developing the administrative performance of public school principals in the two districts of South Hebron and Yatta based on the gender variable . The researcher obtained the results. As shown in Table No. (8) .

Table (8): T-test results showing averages on the role of administrative control in developing the administrative performance of public school principals in the two districts of South Hebron and Yatta, according to the gender variable

Statistical function	The calculated t value	degrees of freedom	std.dev	SMA	Number	sex
0.077	-1.783	120	0.266	3.46	100	male
			0.255	3.55	80	feminine

The data contained in the previous table indicate that there are no statistically significant differences at the level ($0.05 \geq \alpha$) between the averages of the role of administrative control in developing the administrative performance of public school principals in the directorates of South Hebron and Yatta due to the gender variable, because the value of the statistical function amounted to (0.05). 077), that is, this value is greater than the alpha value (0.05), and the respondents' answers were high, as the arithmetic mean for males was (3.46), and for females the arithmetic mean was (3.55), and thus the null hypothesis was accepted.

The researcher attributes this result to the fact that males and females alike, especially managers, tend by their nature to commit to work and accomplish the tasks entrusted to them, and by the nature of the employee he fears negligence in his work so that the oversight does not take a stand against them, and therefore they always seek to prepare their files and accomplish their work in the best way.

The second hypothesis There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) for the role of administrative control in developing the administrative performance of public school principals in South Hebron from their point of view due to the variable years of experience .

One Way ANOVA Variance test was used between the averages of the role of administrative control in developing the administrative performance of public school principals in the directorates of South Hebron and Yatta based on the variable of years of administrative experience . The two students reached the results as shown in Table No. (9).

Table (9): Results of the One Way ANOVA Variance test between the averages of the role of administrative control in developing the administrative performance of public school principals in the two districts of South Hebron and Yatta based on the variable years of administrative experience

Statistical significance	f value	mean of squares	degrees of freedom	sum of squares	source of contrast
0.533	0.827	0.056	5	0.282	between groups
		0.068	116	7,917	within groups
			121	8,200	the total

The data contained in the previous table indicate that there are no statistically significant differences at the level ($0.05 \geq \alpha$) between the averages of the role of administrative control in developing the administrative performance of public school principals in the directorates of South Hebron and Yatta for the variable of years of administrative experience , because the value of the statistical function related to this variable It reached (0.533), meaning that this value is greater than the alpha value (0.05), and thus the null hypothesis is accepted.

This is illustrated by Table No. (10), which shows numbers, arithmetic averages, and standard deviations:

Table (10): Numbers, arithmetic means, and standard deviations between the means of a The role of administrative control in developing the administrative performance of public school principals in the two districts of South Hebron and Yatta, based on the variable years of administrative experience.

standard deviation	SMA	the number	years of administrative experience
0.234	3.52	65	More than 10 years
0.211	3.50	130	Bachelor's
0.283	3.56	50	Master's degree and above

The researcher attributes this result to the fact that the tasks related to the administrative, leadership and technical aspects are works that require administrative effort by the manager regardless of the years of experience. Managers, whatever their years of experience, everyone strives to be successful in their administrative work.

Third hypothesis : _ There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) for the role of administrative control in developing the administrative performance of public school principals in South Hebron from their point of view due to the educational qualification variable.

To validate the previous hypothesis, the One Way ANOVA Variance test was used . The role of administrative control in developing the administrative performance of public school principals in the directorates of South Hebron and Yatta for the educational qualification variable . The researcher reached the results as shown in Table No. (11).

Table (11): Results of the One Way ANOVA Variance test between the averages of the role of administrative control in developing the administrative performance of public school principals in the directorates of South Hebron and Yatta for the educational qualification variable

Statistical significance	f value	mean of squares	degrees of freedom	sum of squares	source of contrast
0.402	1,016	0.069	4	0.275	between groups
		0.068	117	7,924	within groups
			121	8,200	the total

The data contained in the previous table indicate that there are no statistically significant differences at the level ($0.05 \geq \alpha$) between the averages of the role of administrative control in developing the administrative performance of public school principals in the directorates of South Hebron and Yatta for the educational qualification variable , because the value of the statistical function related to this variable amounted to (0.402), meaning that this value is greater than the alpha value (0.05), and thus the null hypothesis is accepted.

This is illustrated by Table No. (12), which shows numbers, arithmetic averages, and standard deviations:

Table (12): Numbers, arithmetic means, and standard deviations between the averages of the role of administrative control in developing the administrative performance of public school principals in the directorates of South Hebron and Yatta for the educational qualification variable

standard deviation	SMA	the number	Educational level
0.179	3.45	130	Bachelor's
0.264	3.53	50	Master's degree and above

The researcher attributes this result to the fact that the nature of the candidacy for the school administration is after eight years of service, provided that he has a bachelor's degree, and then he takes over the management position, and here he is bound by all administrative and technical work regardless of his academic qualification. All administrative work, and therefore what the administrative oversight follows up on and what the director is required to follow up on records, committees and activities, the distribution of tasks and the follow-up of student and employee affairs. Seniors lack administrative experience, as it requires administrative skills and capabilities, and continuous follow-up of tasks and works.

The fourth hypothesis: There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) for the role of administrative control in developing the administrative performance of public school principals in South Hebron from their point of view due to the directorate variable .

Table (13): Results of the (T) test for differences in the averages of administrative performance development for public school principals for the directorate variable

Statistical function	The calculated t value	degrees of freedom	Std.Dev	SMA`	the number	Directorate
0.077	-1.783	120	0.266	3.46	100	south of Hebron
			0.255	3.55	80	Yatta

The data contained in the previous table indicate that there are no statistically significant differences at the level ($0.05 \geq \alpha$) between the averages of the role of administrative control in developing the administrative performance of public school principals in the directorates of South Hebron and Yatta due to the variable of the principal , because the value of the statistical function amounted to (0 .077), meaning that this value is greater than the value of alpha (0.05), and the responses of the respondents were high, as the arithmetic mean for males was (3.46) , and for females the arithmetic mean was (3.55) , and thus the null hypothesis was accepted.

The researcher attributes this result to the fact that the nature of the environment and conditions in the two directorates are similar, and they are subject to the same ministry, and the same oversight is exercised on them. Therefore, there were no differences attributed to the directorate variable.

Fifth hypothesis :

There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) for the role of administrative control in developing the administrative performance of public school principals in South Hebron from their point of view due to the variable level of study .

To validate the previous hypothesis, the One Way ANOVA Variance test was used between the mean of the relationship Administrative control in the development of the administrative performance of public school principals in the directorates of South Hebron and Yatta for the variable level of study , and the researcher reached the results as shown in Table No. (14).

Table (14): Results of the One Way ANOVA Variance test for the differences in the averages of the study sample responses The relationship of administrative control in developing the administrative performance of public school principals in the directorates of South Hebron and Yatta for the variable of the study level

Statistical significance	f value	mean of squares	degrees of freedom	sum of squares	source of contrast
0.805	0.217	0.015	2	0.030	between groups
		0.069	119	8,170	within groups
			121	8,200	the total

The data presented in the previous table indicate that there are no statistically significant differences at the level ($\alpha \leq 0.05$) between the mean of the relationship. The relationship of administrative control in the development of the administrative performance of public school principals in the directorates of South Hebron and Yatta for the variable of the level of study, because the value of the statistical function related to this variable amounted to (0.805), meaning that this value is greater than the value of alpha (0.05), and thus the null hypothesis is accepted in this field .

This is illustrated by Table No. (15), which shows numbers, arithmetic averages, and standard deviations:

Table (15): Numbers, arithmetic means, and standard deviations between the means of administrative control in developing the administrative performance of public school principals in the directorates of South Hebron and Yatta for the level of study variable

standard deviation	SMA	the number	school level
0.305	3.57	85	The basics of the world
0.260	3.52	55	Highly essential
0.162	3.53	40	secondary

The researcher attributes this result to the fact that all schools, regardless of their level, live in the same conditions, are subject to the same laws and the same supervision, and perform the same tasks and tasks, and based on the foregoing, there were no differences due to the school type variable.

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