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Human Resource Management Effectiveness and Administrative Performance Development among Public School Principals in Wadi Al-Seer District, Jordan

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Abstract: This study aimed to examine the effectiveness of human resource management (HRM) and its relationship with the development of administrative performance among public school principals in Wadi Al-Seer District, Jordan. The descriptive survey method was employed to achieve the objectives of the study. A questionnaire was used as the data collection instrument and consisted of two sections. The first section measured the effectiveness of human resource management from the perspective of public school principals and included 42 items distributed across six domains: human resource planning, training, salaries and incentives, recruitment and selection, performance evaluation, and appointment procedures. The second section measured administrative performance and included 28 items distributed across four domains: administrative planning, administrative organization, decision-making, and control and evaluation. The results indicated that the overall level of human resource management effectiveness, as perceived by public school principals in Wadi Al-Seer District, was high. The findings also revealed no statistically significant differences at the significance level ($\alpha=0.05$) in the effectiveness of human resource management attributed to gender, years of experience, or academic qualification. Furthermore, the level of administrative performance among public school principals was also found to be high, with no statistically significant differences related to the study variables (gender, years of experience, and academic qualification). The results also showed a positive and statistically significant correlation at the significance level ($\alpha = 0.05$) between the effectiveness of human resource management and the level of administrative performance. Based on these findings, the study recommends strengthening the implementation of modern human resource management practices in public schools due to their significant role in enhancing administrative performance.

Keywords: *Human Resource Management (HRM), Administrative Performance, Educational Leadership, School Management, Jordan.*

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Introduction

Human resources are the main pillar in building societies and their development, as the human being is the most influential element in achieving comprehensive development in its various economic, social and educational dimensions. Contemporary institutions have realized that investing in the human element is a strategic long-term investment, because of the human's knowledge capabilities, skills and experience that can be used to achieve institutional goals efficiently and effectively.

Human resources management has emerged as one of the modern administrative approaches concerned with regulating the relationship between the institution and its employees. The concept of human resources management has witnessed a remarkable development through multiple historical stages, as this department began in its beginnings under traditional names such as "Personnel Management" or "personnel affairs", and its focus at that stage was on the procedural and organizational aspects related to the recruitment of employees and the organization of their career Affairs (Abdulkader, 2014). Human resources management is not the product of the moment, but it is a succession and obsolescence of multiple variables, events and transformations. With the development of events and the intervention of economic, social, cultural and administrative factors, it was the reason for changing its name and activities in enterprises. The importance of the individual within the enterprise was realized and considered the cornerstone in it, he has rights and duties, to develop later and become a major supplier and not a factor of production. This contributed to showing the urgent need for a special department that cares about personnel affairs, and the beginning of the emergence of this department dates back to before the Industrial Revolution. Recent literature has confirmed that an effective human resource is the real source

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of competitiveness of educational institutions, because of its role in converting available resources into added value (Al-Salami, 2023).

There have been many definitions of human resources management with different names, starting from people management or Personnel Management, the human resources management machine in its modern concept, as defined by Al-jerboa (2019) as "the optimal use of human resources to achieve the goals of the organization in a way that puts each person in the right place for him"(P.22). Tamimi (2017) defined it as "a set of practices carried out by Human Resources Management, which include (human resources planning, recruitment, training, recruitment, performance evaluation, compensation) and are interrelated and sequential practiced by human resources management for the purpose of obtaining and retaining human resources"(P.25).

The topic of school management has received great attention in educational thought since ancient times, as many thinkers and educators pointed out the importance of educational leadership in the success of educational institutions, and in this framework, Taylor points out that the manager is the cornerstone of any organizational activity, and the effectiveness of any educational system largely depends on the quality of the leaders who manage the work within educational institutions (Tarsh and Khaji, 2020). International organizations, such as the United Nations Educational, Scientific and cultural organization (UNESCO), have paid great attention to the development of educational leadership, stressing that the success of educational reforms largely depends on the competence of school leaders and their ability to effectively manage human resources within educational institutions. These organizations also pointed out that the preparation and qualification of educational leaders is a prerequisite for achieving sustainable educational development.

In Jordan, the education sector has witnessed many reform efforts in recent decades aimed at developing the educational system and improving the quality of education. the Ministry of Education has adopted a set of policies and programs aimed at developing human resources management in educational institutions, such as developing recruitment and training systems, enhancing professional development programs for teachers and managers, and applying modern performance evaluation systems and linking performance with professional incentives (Ministry of Education, 2019).

Despite these development efforts, educational institutions are still facing a number of challenges related to the effectiveness of human resources management practices and the extent to which they reflect on the development of administrative performance within schools. Al-Sairra (2009) defines administrative performance as the role played by the school principal in order to achieve the highest degrees of effectiveness of the school, while Johnson(1998) define it as the activity that enables an individual to accomplish the task or goal assigned to him. It is through these definitions that it becomes clear that managerial performance is a direct reflection of the manager's ability to competently manage available resources and achieve the organizational goals of the educational institution. In the Jordanian context, the Wadi al-Sir Brigade in the Amman governorate is one of the educational districts that includes a large number of government schools that serve large segments of the local community. The schools in this brigade have witnessed a series of development efforts aimed at improving administrative performance and enhancing the quality of school work, such as the implementation of quality programs and self-assessment, and strengthening the partnership between the school and the local community through educational development councils (al-Aswad and Ali, 2025).

Based on this, this study seeks to identify the degree of effectiveness of Human Resources Management and its relationship to the development of the administrative performance of public school principals in the Wadi Sir Brigade in Amman governorate, by revealing the level of application of human resources management practices in these schools, and to indicate the extent to which these practices are related to the development of the administrative performance of managers.

Research Problem and its questions

Some studies indicate that there is a disparity in the degree of effectiveness of Human Resources Management and administrative performance, such as the study of Abdulkader (2024), which showed that the degree of application of human resources management practices and the requirements for applying the quality of higher education was average . And the ANI study (2023), which showed a correlation between the dimensions of human resources management practices (recruitment, training, performance evaluation, wages and salaries) with sustainable development . Based on the researcher's work and her experience in the educational field, she sensed the importance of activating the role of Human Resources Management in the education sector because of its importance in developing administrative performance and motivating educational cadres , and its role in the development of the education sector and raising its ability to keep up with the latest developments, so the problem of the study:

Research questions

- RQ1: What is the degree of effectiveness of Human Resources Management from the point of view of the principals of Public Schools in Wadi Sir brigade?
- RQ2: What is the level of administrative performance of the principals of Public Schools in Wadi Sir brigade from their point of view?

- RQ3: Is there a statistically significant correlation at the level of significance ($(0.05=\alpha)$) between the degree of effectiveness of Human Resources Management and the level of administrative performance of public school principals in Wadi Sir brigade?

Objectives of the study

- To identify the degree of effectiveness of Human Resources Management in public schools in Wadi Sir brigade from the point of view of managers through analyzing the responses of respondents to the study tool.
- To identify the level of administrative performance of the directors of Public Schools in the Wadi Sir brigade from the point of view of the directors.
- To identify the correlation between the degree of effectiveness of Human Resources Management and the level of administrative performance in public schools in Wadi Sir brigade.

The importance of the study

The importance of the study comes because it contributes to enriching the field of Educational Administration and theoretical literature with studies on the effectiveness of Human Resources Management and administrative performance. It is possible that the study will clarify the degree of effectiveness of Human Resources Management and the level of administrative performance in public schools in Wadi Sir brigade. Therefore, the study can be a springboard for researchers to pay attention to the subject of the study, and to address other samples in human resources management and administrative performance. The importance of the study also highlights the fact that it contained recommendations that may be the beginning of launching future studies, and conducting more studies on this topic.

The results of the current study will benefit the following:

1. Officials at the Ministry of Education; the results of this study provide them with feedback on the degree of effectiveness of Human Resources Management, and its importance in the development of administrative performance.
2. School principals, as the results of the study provide them with the degree of effectiveness of human resources management, because of its benefit in developing administrative performance in schools.
3. Researchers; so that it opens up new horizons for them to conduct more of these studies in various aspects related to the subject of study.

Terminological and procedural definitions

- Human Resources Management in terms of: "it expresses that administrative function that deals with the optimal use of human resources in schools, it specializes in a set of practices starting from the formulation of policies, the development of programs, the definition of procedures, carrying out the necessary activities to meet the needs of schools of human competencies, and the completion of these activities in a way that ensures equality for workers, achieving justice, and provides them with an appropriate quality of career (Rashid, 2001, p. 13). It is defined procedurally: an aspect of the administrative process that is concerned with individuals within schools, and includes a number of functions and activities that are exercised effectively and positively, from planning, organizing, directing, and controlling in order to manage the human element in order to achieve the interests of Schools, employees, and society. In the current study, it will be measured by the total score that respondents will receive on the human resources management axis developed for this purpose.
- Administrative performance in terms of: the ability of the administrator to carry out responsibilities and duties, and compare the degree of work done with what should be done, according to the pre-prepared planning, from which his work is formed. (Abu Samra, 2016) It is defined procedurally: a set of specific competencies assumed by the specialist, which require important achievements in the scope of his specialization, in addition to analyzing the works and tasks that he supervises and follows up on, and will be measured in the current study by the total degree that respondents will receive on the axis of administrative performance developed for this purpose.

Study limits

- Subject limit: "The degree of effectiveness of Human Resources Management and its relationship to the development of administrative performance among public school principals in the Wadi Sir brigade".
- Human limits: The study was applied to the principals of Public Schools in the Wadi al-Sir brigade.
- Spatial boundaries: The study was applied in basic and secondary government schools in the Wadi Sir brigade.
- Time limits: the study was applied in the first semester of the academic year 2026

Methodology

The current study used the descriptive design curriculum to suit the purposes of the study, as it investigated the degree of effectiveness of Human Resources Management and its relationship to the development of administrative performance of public school principals in Wadi Sir brigade from their point of view.

The study community and its sample

The study community consists of all 76 principals of government schools affiliated to the Directorate of education in the Wadi al - Sir Brigade in the Amman Metropolitan governorate of the Ministry of education, during the first semester of the academic year 2024-2025. The method of comprehensive inventory has been adopted, as the study was applied to all members of the study community, and therefore there is no independent sample

Study tools

For the purposes of this study, the researcher used the following tools:

The first study tool: measuring the degree of effectiveness of Human Resources Management from the point of view of the principals of Public Schools in the Wadi Al-Lasir brigade:

For the current study, the researcher has developed a measure of the degree of effectiveness of Human Resources Management from the point of view of public school principals according to the following steps:

First: identifying areas, as these areas were relied on as a theoretical framework in this study.

Second:: Several previous studies that used similar metrics were referenced and paragraphs of those metrics were quoted from Arabic studies such as the Gouda study (2014), the mustaha study (2014), the Abu Samra Study (2016) and the Harthi study (2023), and then those paragraphs were formulated linguistically, to consist in its initial form of (63) paragraphs, and presented to several faculty members in the educational administration, measurement and evaluation from Jordanian university professors to ensure honesty to make their comments, suggestions and amendments about the paragraphs of the study tool in terms of the appropriateness of its language formulation, the appropriateness of the paragraphs to the study sample, and the extent to which they belong and represent the effectiveness of resource management Humanity.

Third: according to the observations and suggestions of the jury, the researcher kept some paragraphs without modification, reworded and simplified some paragraphs, and replaced the words that are unclear in terms of meaning with other words that are clearer.

Fourth: a specialist in measurement and evaluation was consulted about the answer ladder that can be used with such kind of scales intended for this level of managers, where he pointed out the possibility of using a five-point Likert gradient consisting of (strongly disagree, disagree, neutral, agree, strongly agree).

Stability of the first study tool

The stability of the first study tool was verified by applying the tool to a group of (30) managers from outside the study sample, and then the discriminatory significance of the paragraphs was calculated by finding the corrected correlation coefficient between the paragraph and the total score after deleting the paragraph, where the values ranged between (0.20-0.88), which are acceptable values greater than (0.30) as shown in Table (1).

Table 1. The coefficients of the discriminatory significance of paragraphs depending on the field to which they belong

1st Dimension		2nd Dimension		3rd Dimension		4th Dimension		5th Dimension		6th Dimension	
No	Discriminatory Function	No	Discriminatory Function	No	Discriminatory Function	No	Discriminatory Function	No	Discriminatory Function	No	Discriminatory Function
1	0.66	8	0.56	15	0.58	22	0.55	29	0.74	36	0.76
2	0.58	9	0.72	16	0.73	23	0.57	30	0.71	37	0.58
3	0.59	10	0.65	17	0.47	24	0.56	31	0.77	38	0.60
4	0.57	11	0.80	18	0.40	25	0.77	32	0.66	39	0.88
5	0.66	12	0.77	19	0.20	25	0.71	33	0.76	40	0.79
6	0.72	13	0.66	20	0.57	26	0.66	34	0.80	41	0.79
7	0.48	14	0.61	21	0.70	28	0.70	35	0.78	42	0.78

The stability coefficient was also calculated by the internal consistency method according to the cronbach Alpha equation, as its value ranged between (0.79 – 0.97) and all were suitable for study purposes and greater than (0.70), Table (2) shows that:

Table 2. Internal consistency values through Cronbach's Alpha for the human resources management effectiveness tool

No.	Dimension	Internal consistency values	Number of paragraphs
1	Planning	0.85	7
2	Training	0.87	7
3	Salaries and incentives	0.79	7
4	Recruitment and selection	0.87	7
5	Performance evaluation	0.92	7
6	Attraction	0.92	7
	Total potency	0.97	42

Methods for extracting grades on a study instrument

In view of the scale of the answer to the questionnaire paragraphs, and since the scale of the response scale is five, the answer to all the questionnaire paragraphs ranges between (strongly disagree, disagree, neutral, agree, strongly agree) and the corresponding grades (5 – 4 – 3 – 2 – 1) accordingly, the scores on the resolution range between (42) degrees, which represents the lowest score that the examiner can get, and (210) represents the highest score that the examiner can get, while the average resolution represents (126) degrees.

To judge the opinions of teachers on the questionnaire after extracting their arithmetic averages, the researcher performed a mathematical equation for this, by finding the response range on the five-point response ladder, and the range of those responses was equal to four, and it was divided by the number of decisions to which the responses were modified, namely 3 decisions (to a large degree, to a medium degree, to a low degree) and then judging the resulting value, the judgment point (cut-off point) was (1.33) and it was determined as a criterion for separating grades as in Table (3):

Table 3. The adjusted range of degrees of the human resources management effectiveness tool

No.	Level	Range
1	High	(5.00 - 3.68)
2	Average	(3.67 - 2.34)
3	Low	(2.33 - 1.00)

Second study tool: the measure of administrative performance from the point of view of managers

For the current study, the researcher developed a measure of administrative performance from the point of view of managers according to the following steps:

1. Identifying the areas of administrative performance based on the analysis of the previous literature on the subject, where the researcher explained the behaviors that are indicative of administrative performance, namely: (planning, organization, decision-making, control and evaluation) as the most areas mentioned in the specialized and original references that revolve around the administrative performance of managers of offices, where these areas were relied on as a theoretical framework in this study.
2. Reference was made to several previous studies that used similar metrics, and paragraphs of those metrics were quoted from Arabic studies such as Awad study (2019), Suleiman study (2019) and Akkad study (2022), and then those paragraphs were formulated linguistically, to consist in its initial form of (28) paragraphs presented to a number of faculty members in special education, measurement and evaluation from Jordanian university professors in order to confirm the apparent honesty of the tool, and to make their observations and suggestions and their amendments about the paragraphs of the study tool in terms of the appropriateness of its language formulation, the appropriateness of the paragraphs to the study sample, and the extent to which they belong and represent administrative performance.
3. According to the observations and suggestions of the jury, the researcher kept some paragraphs without modification, reworded and simplified some paragraphs, and replaced the words that are unclear in terms of meaning with other words that are clearer.
4. A specialist in measurement and evaluation was consulted about the answer ladder that can be used with such kind of scales intended for this level of managers, where he pointed out the possibility of using a five-point Likert gradient consisting of (strongly disagree, disagree, neutral, agree, strongly agree).

Stability of the second study tool

The stability of the second study tool was verified by applying the tool to a group of (30) teachers from outside the study sample, and then the discriminatory significance of the paragraphs was calculated as shown in Table (4).

Table 4. The coefficients of the discriminatory significance of the paragraphs of the administrative performance tool depending on the field to which it belongs

1st Dimension		2nd Dimension		3rd Dimension		4th Dimension	
No.	Correlation coefficient	No.	Correlation coefficient	No.	Correlation coefficient	No.	Correlation coefficient
1	0.69	8	0.68	15	0.57	22	0.69
2	0.76	9	0.62	16	0.69	23	0.83
3	0.68	10	0.79	17	0.84	24	0.82
4	0.71	11	0.67	18	0.70	25	0.85
5	0.82	12	0.73	19	0.73	26	0.84
6	0.69	13	0.51	20	0.52	27	0.84
7	0.56	14	0.68	21	0.53	28	0.81

It is noted from Table (4) the values of the coefficients of the discriminatory significance of the paragraphs of the second study tool, depending on the field to which it belongs, and they represent the correlation coefficients of the paragraph and

the total score after deleting that paragraph, and they ranged between (0.51-0.85) and all came acceptable and greater than (0.30).

The stability coefficient was also calculated by the internal consistency method according to the cronbach Alpha equation, as its value ranged between (0.87-0.96), and Table (5) shows that

Table 5. Values of internal consistency coefficients by the cronbach-Alpha equation for the administrative performance tool

No.	Dimension	Internal consistency values	Paragraphs
1	Administrative planning	0.90	7
2	Administrative organization	0.88	7
3	Decision making	0.87	7
4	Monitoring and evaluation	0.94	7
	Total administrative performance	0.96	28

These values were considered appropriate for the purposes of this study, as they all came out greater than (0.70).

Methods for extracting grades on a study instrument

In light of the scale of the answer to the questionnaire paragraphs, the scores on the questionnaire range between (28) degrees, which represents the lowest score that the examiner can get, and (140) represents the highest score that the examiner can get, while the average resolution represents (56) degrees.

To judge the opinions of teachers on the resolution after extracting their arithmetic averages, a calculation equation was made for this, by finding the response range on the five-point response ladder, and the range of those responses was equal to four, and it was divided by the number of decisions to which the responses were modified, namely 3 decisions (to a large degree, to a medium degree, to a low degree) and then judging the resulting value, the judgment point (cut-off point) was (1.33) and it was determined as a criterion for separating grades as in Table (6):

Table 6. The adjusted range of grades of the administrative performance tool

No.	Level	The modified range
1	High	(5 - 3.68)
2	Average	(3.67 - 2.34)
3	Low	(2.33 - 1)

Study Procedures

To achieve the objectives of the study, the following steps and procedures were followed:

1. Identify the Study Problem, its questions and goals.
2. Developing the two tools of the current study, namely the effectiveness tool from the point of view of managers and the administrative performance tool, through reference to the theoretical literature and previous studies.
3. Judging the study tools by faculty members specialized in educational administration, measurement and evaluation.
4. The book facilitating the task of applying the study was extracted and directed by the university presidency of the Ministry of education, to facilitate the researcher's task in applying the two study tools to the sample members.
5. Distribution of study tools to the study sample for data collection purposes.
6. Unpacking the results of questionnaires in the program of statistical packages for Humanities and Social Sciences (SPSS) and then processing and extracting the results.
7. Come up with suggestions and recommendations.

Results

Study variables

The study included the following variables:

Key variables

- The degree of effectiveness of Human Resources Management.
- The level of administrative performance.

Statistical processing

The results were entered into the statistical software package (SPSS V.30):

- To answer the first question, the arithmetic averages and standard deviations of the scores of the study sample were calculated, in order to find the level of effectiveness from the point of view of managers.
- To answer the second question, the arithmetic averages and standard deviations of the scores of the study sample were calculated in order to find the level of administrative performance from the point of view of managers.
- To answer the third question and to examine the correlation between the degree of effectiveness and managerial performance from the point of view of managers, the Pearson correlation coefficient has been used.

Discussions

The study aimed to identify the degree of effectiveness of Human Resources Management and its relationship to the development of the administrative performance of public school principals in the Wadi Sir brigade, and the questions set for it were answered as follows:

The answer to the first question, which stated: what is the degree of effectiveness of Human Resources Management from the point of view of the principals of Public Schools in Wadi Sir brigade

To answer this question, the arithmetic averages and standard deviations of the responses of the individuals of the study sample on the areas of the study instrument and on the overall score of their responses to the questionnaire as a whole were extracted, and Table (7) shows this

Table 7. Arithmetic averages and standard deviations of the responses of school principals on the scale of effectiveness of Human Resources Management

Scope No.	Scope	Arithmetic mean	Standard deviation	Scope rank	Level
1	Human resources planning	4.04	0.54	1	High
2	Training	3.38	0.64	6	Medium
3	Salaries and incentives	3.39	0.66	5	Medium
4	Recruitment and selection	3.83	0.63	2	High
5	Performance evaluation	3.69	0.70	3	High
6	Attraction	3.52	0.71	4	Medium
	The overall degree of effectiveness of human resources	3.73	0.55		High

It can be seen from Table (7) that the first dimension: Human Resources Planning, received the highest response with an arithmetic mean of (4.04) and indicates a high degree of effectiveness of human resources planning among managers from their point of view and a standard deviation of (0.54), followed by the fourth dimension: recruitment and selection with an arithmetic mean of (3.83) and indicates a high score and a standard deviation of (0.63), while the fifth dimension: performance evaluation, received a high 3.69), indicating also a high degree and a standard deviation of (0.70), followed by the sixth dimension: Polarization with an arithmetic mean of (3.52) and a standard deviation of (0.71), indicating an average grade, followed by the third dimension: salaries and incentives with an arithmetic mean of (3.39) and indicates an average grade and a standard deviation of (0.66), and came in last place the second dimension: training with an arithmetic mean of (3.38) and also indicates an average grade and a standard deviation of (0.64), the degree of effectiveness of total human resources came with an arithmetic mean (3.73) and a variational deviation of(0.55), which is a high score.

The results of the study showed that the degree of effectiveness of Human Resources Management from the point of view of public school principals in Wadi Sir brigade was generally high, where the field of human resources planning ranked first, followed by recruitment, selection and performance evaluation with high grades, while the areas of recruitment, salaries, incentives and training came with an average grade. This high level can be explained by increasing managers ' awareness of the importance of modern management practices, their cumulative experience, the spread of a culture of quality and continuous development, in addition to clarity of organizational roles and job stability, as well as the role of educational supervision in promoting the application of human resources practices. The results also reflect the focus of school administrations on organizational and procedural aspects more, especially in planning, recruitment and performance evaluation, compared to a relative weakness in developmental aspects such as training and linking evaluation with incentives or development programs, due to the limitations of centralization and lack of powers and capabilities.

The results of this study, which showed a high degree of effectiveness of Human Resources Management, agreed with a number of studies that confirmed the same trend; they agreed with the study of Al-Harthi et al. (2023), which showed a high level of practice of human resources management tasks, the study of al-Aqabi (2019), which showed a high degree of human resources management practice in secondary schools, as well as the study of hassuna (2018), which reached a high degree of effectiveness of Human Resources Management, in addition to the study of Al-Otaibi (2024), which confirmed the high level of Human Resources Management in private schools, the study of sakawati et al. (2020), which showed that HR practices are applied to a high and effective degree, as well as the Oisa study And kajana (2017), which showed a successful application of human resource management functions within educational institutions. It is also partially

consistent with the quality study (2014), the Al-Amer study (2022), the Oneli study (2014) and the Munjuri study (2011), as these studies confirmed the positive impact of human resources management practices (especially evaluation, training, incentives, and employee empowerment) in improving performance and the quality of services, which is consistent with the interpretation of the current results of the rise of some areas such as planning, recruitment, and performance evaluation.

In contrast, the results of the current study differed with studies that indicated an average level or the presence of challenges in the application of human resources management, such as the Al-Jassar study (2024), the AL-fahila study (2024) and the Al-Dosari study (2019), which showed that the level of practice came to an average degree, which contradicts the high result of the current study, although it intersects with it in some areas such as incentives and training. It also disagreed with the Mostafa study (2014), which indicated that the reality of human resources management is acceptable and needs to be developed in several areas, with the Emily & Mulongo & Yano study (2015), which highlighted the existence of challenges related to lack of training, in addition to the Sarkaya & Sertel Study (2018), which showed shortcomings in some practices such as long-term planning and lack of focus on some professional competencies. Thus, it is clear that the results of the current study tend to the high positive trend, with partial agreement with some studies that indicated that there are aspects that need to be improved, especially in the areas of training, incentives and polarization.

The answer to the second question, which stated the level of administrative performance of the principals of Public Schools in Wadi Sir brigade from their point of view

To answer this question, the arithmetic averages and standard deviations of the responses of the individuals of the study sample on the areas of the second study instrument and on the total score of their responses to the questionnaire as a whole were extracted, as shown in Table (8):

Table 8. Arithmetic averages and standard deviations of the responses of public school principals in Wadi Sir Brigade on the scale of administrative performance from their point of view

Scope No.	Scope	Arithmetic mean	Standard deviation	Scope rank	Level
1	Administrative planning	3.88	0.62	4	High
2	Administrative organization	4.00	0.58	3	High
3	Administrative decision making	4.07	0.51	2	High
4	Administrative control and evaluation	4.08	0.62	1	High
The overall grade of the administrative performance measure		4.01	0.52		High

It is noted from Table (8) that the Fourth Dimension: Control and management evaluation, received the highest response with an arithmetic mean of (4.08) and indicates a high degree of Performance Control and management evaluation among managers from their point of view and a standard deviation of (0.62), followed by the third dimension: administrative decision-making with an arithmetic mean of (4.07) and indicates a high score also and a standard deviation of (0.51), while the second dimension: administrative organization, received a high its value is (4.00), and it indicates a high score as well as a standard deviation of (0.58), and the first dimension came last: Administrative planning with an arithmetic average of (3.88) indicates an average score as well as a standard deviation of (0.62), and the overall administrative performance score came with an arithmetic average of (4.01) and a variable deviation of (0.52), which is a high score.

The results of the second question indicate that the level of administrative performance of public school principals in Wadi al-Sir brigade was high in all areas, with the top of the field of control and administrative evaluation, followed by decision-making, then Administrative Organization, and finally administrative planning. This result reflects the managers' possession of advanced administrative competencies that enable them to exercise school management functions efficiently, especially in aspects related to follow-up, evaluation and decision-making, which are one of the most relevant practices for daily work within the school. This increase can also be explained by the cumulative experience of managers, the clarity of administrative regulations and instructions, in addition to their adoption of modern management methods such as continuous follow-up and strategic planning, as well as the impact of training and qualification programs that contribute to the development of their leadership and management skills.

On the other hand, the ranking of the areas reflects a greater focus on operational aspects (such as control, decision-making and organization) compared to management planning, which came last despite its rise, indicating that managers may face some challenges in practicing more in-depth and strategic planning, such as time constraints, multiple burdens or limited resources. The results also show the importance of continuous feedback as an effective tool for improving performance, as opposed to a relative weakness in systematically linking some management practices—such as the role of Human Resources Management in supporting decision—making or following up on achieving goals-systematically. Thus, it can be said that administrative performance is characterized by strength in daily practical application, with a relative

need to enhance the integration of management functions, especially in the field of planning and linking it with the rest of the administrative processes to achieve greater efficiency and sustainability.

As for comparing the results of the current study with previous studies, the results of this study, which showed a high level of administrative performance, agreed with a number of studies, as they agreed with the Tadle-Zaragoza & Sonsona study (2021), which showed that the level of administrative performance of school principals came high, as well as with the study of Abu Samra et al. (2016), which showed that the administrative performance of heads of academic departments came with a high degree. It also agreed with the shehya study (2022) and Altiani Study (2018), which pointed to the high level of administrative performance in various fields, in addition to its compatibility with the Jibrin study (2022), which confirmed the great role of administrative control in the development of administrative performance, which is consistent with the forefront of the field of control and evaluation in the results of the current study. It is also partially consistent with the study of Suleiman et al. (2021), the study of Al-ruwahiya (2023) and the study of Jean, Mart and Peter (2009), where these studies confirmed the existence of a positive relationship between management practices (such as the organizational environment, planning, feedback) and performance improvement, which supports the explanation of high management performance in the current study.

On the other hand, the results of the current study differed with some studies that indicated the existence of an average level or challenges in administrative performance, such as the Darsh study (2001), which showed that the performance of school principals came to an average degree, as well as the Abdin study (2021), which revealed the existence of obstacles and weaknesses in the development of administrative performance within schools. It also disagreed with the Sulman study (2011) which showed the weakness of certain leadership practices of managers, and with the Ada & Mpa study (2020) which indicated the variability of leadership styles and the weak impact of managerial performance in some aspects. A partial difference also appears with a study pointing to shortcomings, such as the Kamel study (2019), which explained the weak relationship between some dimensions of administrative performance and administrative excellence, and the AL-Ateeqa study (or Suhail 2023), which did not show clear differences in performance depending on variables, in addition to studies that focused on the need to develop performance, such as the Akkad study (2022) and Suleiman (2019). Thus, the results of the current study reflect a high positive trend in managerial performance, with partial agreement with the literature indicating that there are aspects that need to be constantly improved and developed.

The answer to the third question, which stated: is there a statistically significant correlation at the level of significance ($0.05=\alpha$) between the degree of effectiveness of Human Resources Management and the level of administrative performance of public school principals in Wadi Sir brigade

To answer this question, the Pearson test was performed to examine the linear relationship between the variables as shown in Table (9)

Table 9. Pearson correlation coefficients to examine the relationship between the effectiveness of Human Resources Management and administrative performance according to the Pearson correlation coefficient for the study sample (79) individuals.

No.	Scope		Overall management performance	Administrative planning	Administrative organization	Administrative decision making	Administrative control and evaluation
1	Effectiveness of total Human Resource Management	Pearson's coefficient	0.79**	0.76**	0.68**	0.70**	0.66**
		Statistical significance	0.00	0.00	0.00	0.00	0.00
2	Human resources planning	Pearson's coefficient	0.69**	0.70**	0.58**	0.57**	0.61**
		Statistical significance	0.00	0.00	0.00	0.00	0.00
3	Training	Pearson's coefficient	0.75**	0.72**	0.61**	0.67**	0.67**
		Statistical significance	0.00	0.00	0.00	0.00	0.00
4	Salaries and incentives	Pearson's coefficient	0.62**	0.61**	0.57**	0.52**	0.51**
		Statistical significance	0.00	0.00	0.00	0.00	0.00
5	Recruitment and selection	Pearson's coefficient	0.61**	0.60**	0.59**	0.55**	0.43**
		Statistical significance	0.00	0.00	0.00	0.00	0.00
6	Performance evaluation	Pearson's coefficient	0.71**	0.67**	0.59**	0.66**	0.62**
		Statistical significance	0.00	0.00	0.00	0.00	0.00

No.	Scope		Overall management performance	Administrative planning	Administrative organization	Administrative decision making	Administrative control and evaluation
7	Attraction	Pearson's coefficient	0.67**	0.62**	0.58**	0.62**	0.57**
		Statistical significance	0.00	0.00	0.00	0.00	0.00

* Statistically significant function ($\alpha = 0.05$) ** statistically significant function ($\alpha = 0.01$)

It is noted from Table (9) that there is a positive correlation and a statistically significant function at the level of significance ($\alpha = 0.05$) between the effectiveness of Human Resources Management and administrative performance as a whole and the areas that follow it, and the values of the Pearson correlation coefficient ranged between (0.43 - 0.75).

The researcher attributes this to the fact that human resources management is one of the main pillars in the development of institutional performance, as it contributes to improving the efficiency of employees through effective planning, continuous training, and objective evaluation, which positively reflects on the quality of administrative performance. Also, the presence of clear HR management systems helps managers to make more effective management decisions, enhances their ability to plan, organize and control.

Also, the provision of appropriate incentives contributes to raising the level of motivation of employees, which, in turn, is reflected in the overall performance of the educational institution. It can be said that the development of human resources management practices is an essential input for improving the level of administrative performance, achieving efficiency and effectiveness in school work. The current study is consistent with the Al-Amer study (2022), the results showed that good human resources management practices, such as objective resource planning and putting the right employee in place, contribute positively to enhancing the efficiency and leadership skills of administrative staff.

Recommendations

1. Promote the application of modern human resources management practices in public schools, because of their clear positive impact in raising the level of administrative performance.
2. Raising the level of human resources planning through the adoption of modern scientific methods in predicting job needs, and linking them with school development plans.
3. Developing continuous training programs based on the actual needs of school principals, which contributes to improving their management skills and decision-making.

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