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### **Table of journal issues**

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## **Journal procedures**

Among the measures taken by the journal upon the arrival of the research are as follows:

1. The research is subject to scrutiny in the following respects:
  - a. Ensure that the research is not extracted through a special program for this purpose.
  - b. Ensure that the research is not published
  - c. The publisher is required to sign an undertaking that the research is not published and not extracted and may not be published anywhere else.
- 2- After the initial approval of the research and its topic , send the researcher the initial approval specifying the publication fees and the date of publishing the research.
3. In the event of a refusal, the researcher shall be informed of this by an official letter stating the reason.
4. After the initial approval of the research the research is sent by official letter to arbitrators with the same jurisdiction as the title of the research, with a special form to evaluate the research from several aspects without mentioning the name and address of the publisher.
5. Within 14 days, the researcher gets the answer regarding his research, In the event that there are notes about the research, the search is repeated for the researcher in order to make the correction after that, final approval is sent to publish the research.

## **Terms of Publication**

### **Conditions related to the researcher (publisher)**

- 1- The research must be unpublished and not previously published anywhere else.
- 2- The paper should be written in one of the two languages, Arabic or English only.
- 3- The search is sent in two formats, one of them **word** and **pdf** , With two abstracts in Arabic and English, Not more than 200 words for each abstract, And send it to the email [journal@neacademys.com](mailto:journal@neacademys.com)
- 4- The research is attached to a letter addressed to the editor-in-chief of the journal requesting that his research be published and an undertaking not to publish his research in another publication.
- 5-

### **Technical conditions for writing Search**

1. The number of search pages is not more than 30 pages of pieces (21 x 28) A4
  2. For writing in Arabic, calligraphy is used **Simplified Arabic** At a scale of 14, the headline is written on a scale 16 bold type.
  3. To write in English is used **Times New Roman** At a scale of 12, the title is written on a scale of 14.
  4. The Arabic margin is written in scale 12 with the same type of font, while the English margin is written in scale 10 with the same type of font used.
  5. Attached with the research abstracts key words (function), and be in both Arabic and English.
  6. The number of references and sources should not exceed 5 pages.
  7. Tables, drawings and figures must be (12 x 18) size.
  8. References are written in the text in a manner **American Psychological Association. APA**. Sources is arranged alphabetically at the end of the search according to the author's last name.
- .All appendices are mentioned at the end of the paper after references.



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**Prof. Dr. Kadum al-Addly**  
**Editor-in-chief of the Journal of Northern Europe Academy for Studies & Research**

In the name of God, the most gracious, the most merciful

Praise be to God, Lord of the Worlds, and prayers and peace be upon His Noble Messenger, Muhammad bin Abdullah, and upon his good and pure family, companions and followers until the Day of Judgment.

Then, the thirteenth issue of the Northern European Academic Journal is published, which includes five research papers whose topics are divided between psychological, social, educational, Economic and planning.

The issue included a search. The role of organizational commitment to achieving organizational effectiveness at Coastal Municipalities Water Authority - the southern governorates, Causal prediction of the relationship between post-traumatic growth and both psychological stress and self-esteem among a sample of people with physical disabilities in Dhi Qar Governorate. As for the third research Technology is a social dilemma, the culture of quality of kindergarten female teachers and its relationship to some variables (specialization - certificate - experience), and Financial decentralization in Iraq after 2003 the application and development mechanisms. The current issue is issued and journal has achieved a new achievement represented by entering the journal into the international databases EBSCO, which achieves great protection for what is published in the journal from the possibility of theft and also achieves for publishers a wide area of global spread and definition, As well as obtaining the journal's new global assessment of the ISI world classifications. The journal is still in its relentless quest to enter the global umbrellas (Scopas) and (Claravit), which we hope to achieve in the near future, God willing.

**The role of organizational commitment to achieving organizational effectiveness at Coastal Municipalities Water Authority - the southern governorates.**

**Prepared by**



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## **Abstract**

The main target of the study is identifying the role of organizational commitment to achieving organizational effectiveness at Coastal Municipalities Water Authority in the southern governorates. Following the descriptive analytical approach, the study population consisted of all workers in the Coastal Municipalities Water Utility in the southern governorates, where the study population was (263) employees using the stratified random sampling method which was (157) unit as a minimum that to represent the community, 194 questionnaires were distributed , (179) responded with a recovery rate of (92.3%), and the study adopted the questionnaire as a main tool in the data collection process.

### **The most important outcomes:**

1. Showed the availability of organizational dimensions commitment in general with a high degree of approval by the sample members, that is so available at the average (74.2%),in addition to the very high degree of approval for organizational effectiveness in general which is (82.39%).
2. There is a statistically significant relationship at the level of significance ( $\alpha \leq 0.05$ ) between the organizational commitment and its dimensions and the organizational effectiveness achievement in the Coastal Municipalities Water Utility in the southern governorates of Gaza Strip, where the correlation coefficient was (.0.377)
3. There is a significant effect at the level of significance ( $\alpha \leq 0.05$ ) for the organizational commitment dimensions of workers at achieving organizational effectiveness in the Coastal Municipalities Water Authority in the southern governorates, that was (15.3%).

**Keywords:** organizational commitment, organizational effectiveness

## **Introduction:**

The human element is one of the most important pillars of the organization, It is the vital engine of the various activities within the organization and an important and effective source of what has a distinct and prominent role in the performance of the activities of the organization because it possesses the capabilities and skills that are appropriate to accomplish these works, No matter how complex the developments and modern equipment may be, the human element remains extremely important, A person in his organization, whenever his goals are consistent with its goals, generates the desire to perform his work and makes a greater effort to stay in it, This is manifested in his job performance, and his commitment increases whenever he is

associated with him and reduces the presence of non-positive behaviors such as negligence, absence, neglect and other manifestations of non-compliance.

Organizational commitment is one of the topics that has received a high degree of interest for many authors and writers because of its great importance in influencing the future results of the organization, These results are either positive results such as increasing productivity, raising the level of performance and developing work Or negative results such as job dropout, waste of resources and low performance, and where the management of organizations does not depend in achieving their goals on the degree of loyalty of employees to the organization and its goals, but rather extends to include the degree of their commitment to achieving those goals, and therefore the management of modern organizations must look for more than training Positive attitudes and feelings for its employees by creating a good work climate for them by setting up a good work system that they adhere to, and which reinforces their commitment behavior, which is reflected in their performance and the development of their creativity (Bahr and Abu Jiyab, 2017: 24).

The organizational commitment appears in generating a high feeling among workers of belonging and integration with the interest, which casts a positive shadow on some variables such as organizational citizenship or reducing work pressures, absenteeism rates and work turnover, which prompts the worker to make additional efforts at work, the nature of the relationship between service and organizational commitment to it. Especially important, because efficiency and effectiveness in public and service institutions in particular require a high level of commitment among workers because of the personal nature of the services provided (Al-Gharbawi, 2014: 2).

Organizational effectiveness is considered one of the most important tools of modernization and development, and it contributes to confronting the existing and potential problems of the institution through the creation of new, modernization and development at the individual and collective level and at the level of organization and performance evaluation at the institution level. Taking into consideration the logic of management, the relationship of the boss with the subordinate, the level of trust and freedom in assessing things and improving performance. (soal, 2018: 89).

Organizational effectiveness is represented in achieving organizational goals and working to raise levels of performance and achievement while achieving job satisfaction factors that motivate the employee to achieve plans and strategies as embodied in administrative decision systems (Thamer, 2021: 558).

Therefore, we try through this study to reveal the role of organizational commitment in achieving organizational effectiveness in the Coastal Municipalities Water Utility, which is considered one of the most important active institutions in the Gaza Strip, which seeks to achieve its vision through developing work and investing future opportunities available in cooperation and partnership with all relevant parties. in the water sector and other sectors.

### **First - the research problem:**

The decrease in organizational effectiveness of most workers in institutions in the Gaza Strip is due to the loss of morale and lack of interest in them, and lack of interest in their loyalty at work.

Paying attention to the rights of workers will strengthen their desire to carry out the duties that fall upon them efficiently and effectively, making them less likely to leave work or frequent absences, and they will have general satisfaction with the job they spend most of their time on, given the importance of the Coastal Municipalities Water Utility in The southern governorates are to ensure that water and sanitation services provided by water service providers are effective, sustainable, and provided at reasonable prices, taking into account the interests of all concerned parties. Therefore, all employees of the authority must be responsible and committed within the institution, so the researcher conducted four interviews With four officials in the Coastal Municipalities Water Utility in the southern governorates (Human Resources Director, Personnel Department Head, Financial Department Official, Internal Audit and Control Unit Officer) and after the interview conducted with some officials, it became clear that there is a weakness in the authority's organizational effectiveness resulting from some problems Which crystallized in the following: There is a weakness in the use of means of communication and modern technologies and the lack of connection between the headquarters and other branches, and they refer to that because The suffocating economic situation, the lack of sufficient resources for its dependence on donors and collection processes from the public, and the presence of an economic blockade by the occupying power that impedes the entry of some technologies that are used within the framework of the Authority, and they also added that there is a failure by the administration of the Authority to show a balance between the needs of workers and the development and exploitation of their competencies They also indicated the absence of a financial vision at the beginning of the year showing the details of the projects that can be accomplished and the development of plans that achieve the goals of the interest. The workers expressed their dissatisfaction with the Authority for not implementing the strategic plan as required, as the implementation rate was less than 25%, and they also showed weakness before The administration has an interest in involving employees in decision-making, in addition to not providing training and development opportunities for employees, while it was found that they have a deficit in sharing the experiences of their employees with organizations represented in neighboring countries.

Perhaps some of the previous studies made proposals that support organizational effectiveness, such as the study of Al-Za'irir and Al-Daman (2021), which recommended that the management of five-star hotels in Amman give workers more freedom for employees to dispose of the work entrusted to them. And give them more participation in the decision-making process. And that the management of five-star

hotels in Amman should increase attention to financial incentives for its employees to encourage them to continuously learn. Khalaf's study (2020) also recommended that senior management in Iraqi universities study the causes that lead to a decrease in organizational effectiveness and address them to improve their level in university colleges. as indicated Al-Othmani study (2017), the necessity of the school leader's interest in holding seminars, courses and lectures that introduce the workers in private schools to the concepts of transformational leadership and the importance of adopting and applying these concepts because of their critical role in achieving organizational effectiveness and the necessity of the school leader's interest in holding training curricula that It aims to improve and develop the capabilities of private school staff on transformational leadership, which is reflected in its effective and successful use.

It is clear from what was mentioned that there is a real and clear problem in the organizational effectiveness in the interest. The problem of the study is to answer the following main question:

What is the role of organizational commitment in achieving organizational effectiveness in the Coastal Municipalities Water Authority - the southern governorates?

### **Second - Research Questions:**

1. What is the degree of organizational commitment of workers in the Coastal Municipalities Water Utility in the southern governorates?
2. What is the level of organizational effectiveness of the workers in the Coastal Municipalities Water Utility?
3. Is there a statistically significant relationship between the dimensions of organizational commitment (emotional - normative - continuity) and achieving organizational effectiveness for the Coastal Municipalities Water Utility?
4. Is there a statistically significant effect of the dimensions of organizational commitment of workers (emotional - normative - continuity) in achieving organizational effectiveness in the Coastal Municipalities Water Utility?

### **Third- Research Objectives:**

1. Identifying the degree of organizational commitment of the employees of the Coastal Municipalities Water Utility in the southern governorates.
2. Determine the levels of organizational effectiveness in the Coastal Municipalities Water Utility.
3. Revealing the relationship between the degree of organizational commitment of employees and the level of organizational effectiveness.

4. Identifying the degree of impact of organizational commitment with its dimensions (emotional - normative - continuity) in achieving organizational effectiveness in the Coastal Municipalities Water Utility.

#### **Fourth - the importance of the study:**

##### **First: Scientific Importance:**

The importance of the research is reflected in its being the first to combine organizational commitment with organizational effectiveness in a complete research according to the researcher's knowledge at the local level.

The research combines a theoretical framework and concepts that can be used in many scientific fields.

- The research is a scientific reference that new researchers can refer to when preparing for future studies that talk about the contents covered by this research.

Second: The practical importance:

- The clear impact obtained through the application of the concepts of organizational commitment in developing the organizational effectiveness of the Coastal Municipalities Water Utility in the southern governorates of the State of Palestine

The research is a reference that can be relied upon when making any of the decisions based on the results obtained.

#### **Fifthly, the research hypotheses:**

##### **First Hypothesis:**

There is a statistically significant relationship at the level ( $\alpha \leq 0.05$ ) between the organizational commitment of workers in its dimensions (emotional - normative - continuity) and the achievement of organizational effectiveness in the Coastal Municipalities Water Authority - southern governorates.

##### **The second hypothesis:**

There is a statistically significant effect at the level ( $\alpha \leq 0.05$ ) of the dimensions of organizational commitment of workers (emotional - normative - continuity) in achieving organizational effectiveness in the Coastal Municipalities Water Authority.

#### **Sixth- Research Variables:**

1. The independent variable: organizational commitment and includes (emotional commitment - normative commitment - continuity commitment).
2. The dependent variable: organizational effectiveness.



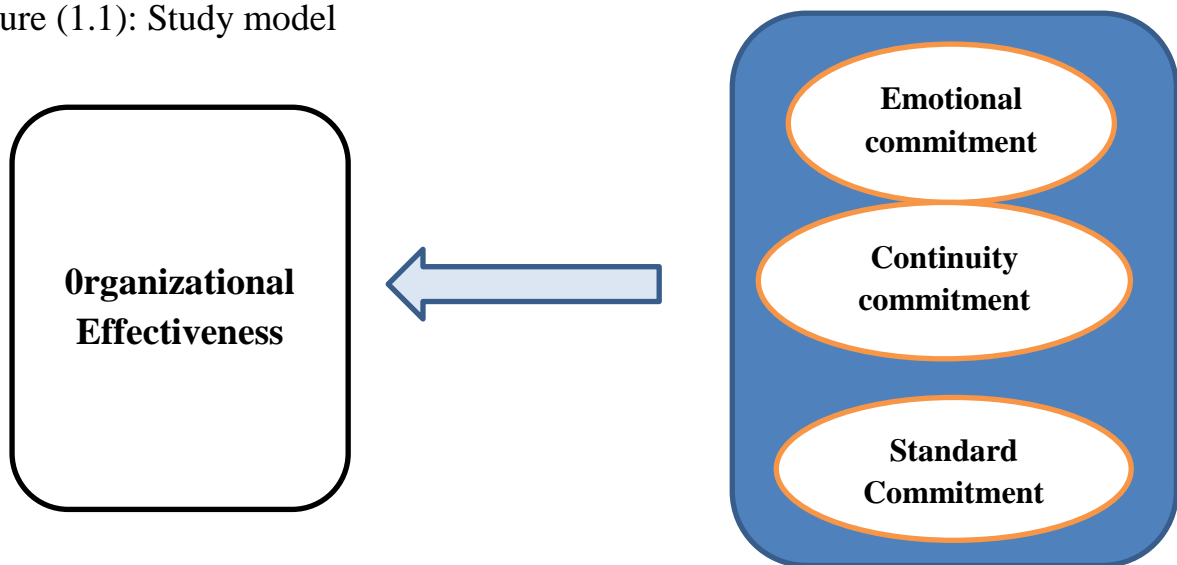
3. Demographic variables: (gender, age, educational qualification, specialization, years of service, job title).

Seventh - Study model:

the dependent variable the dependent variable

organizational commitment

Figure (1.1): Study model



Source: Prepared by the researchers based on previous studies

Inventory of the model according to a study (Bin Talib and Hajjaj, 2020), (Bahr and Abu Jiyab, 2017), (Al-Ghamari, 2017)).

### **Organizational commitment**

First - the concept of organizational commitment:

The attitudes and opinions of scholars and researchers differed about the concepts of organizational commitment, as each of them sees it from his perspective and the destination of his specialization, as well as its ramifications for basic variables such as commitment to work, commitment to the organization, work environment, work group, and so on. The following is a set of terminological interpretations of the concept of organizational commitment.

The researcher also believes that the inability of researchers to find a unified concept of organizational commitment as a result of the following points:

1. Compliance is a psychological state affected by various variables, and it has multiple methods to study.
2. There are different approaches to the study of organizational commitment, and there are many bases that researchers differ in addressing through them, and of course the results of the research and studies on which they are based vary.
- 3The concept of organizational commitment includes various packages of components and dimensions, as well as models that explain it.
4. This concept was considered relatively late, so that this concept was not shed in an in-depth manner, and thus unified formulas and concepts were reached.

on the previous concepts, the researcher defines the procedural organizational commitment as: the complete conviction of the workers in the Coastal Municipalities Water Utility and their acceptance of its goals and values, and their desire to make the greatest possible effort in its favor and not to leave work in it even if better working conditions are available in another organization.

### **Second - the importance of organizational commitment:**

Organizational commitment is one of the most prominent behavioral variables that have been highlighted by many studies and research, as the results of many studies and research confirmed the high cost of absence, high delay in work, labor dropout from institutions, and low job satisfaction levels. The results also showed the importance of searching for the causes of previous negative phenomena. . Many studies have confirmed the clear importance of organizational commitment, as the high level of organizational commitment in the work environment results in a low level of a group of negative phenomena, foremost of which are absenteeism and evasion from performing tasks. Especially at times when organizations cannot provide appropriate incentives for their employees and push them to achieve the highest level of achievement (Ashouri, 2015: 55).

Where employees in administrative institutions are considered the most effective indicator of the superiority of one institution over the other, it is necessary to ensure the commitment of employees and their loyalty in order to complete their job tasks with high quality, which contributes to increasing their level, efficiency and effectiveness within the institution.

On the other hand, people who do not abide by their responsibilities and pass them on to others must be avoided, because this will inevitably lead to a weakening of the level of performance in terms of quality and quantity (61 Khoeini and Attar, 2015:).

The researcher believes that the organizational commitment of workers contributes to strengthening workers in the face of crises, managing them and overcoming them, and that it attracts both managers and scientists of human behavior; Because it is a desirable behavior by organizations in addition to that it represents an important element in the link between the organization and the individuals working in it, especially at times when organizations cannot provide appropriate incentives to push these individuals to work and achieve high levels of performance, and the importance of organizational commitment is reflected in It helps individuals to psychological compatibility and a sense of comfort and job security, which reduces his anxiety and thus increases his productivity.

### **Third - Dimensions of organizational commitment:**

#### **. Emotional commitment:**

The two researchers defined it (Sulaiman, Wahb, 2011: 69): the worker's feeling of being connected to the organization and contributing to it, while (Haroush, 2011: 41): it is the compatibility of the individual's goals with the goals and values of the organization, which leads to the individual's participation in achieving the goals and strengthening these values.

While the researcher defines it procedurally: it is the worker's desire to remain in his workplace within the Coastal Municipalities Water Utility as a result of his compatibility with its values and objectives, and the worker's endeavor to participate in achieving these values and objectives.

The researcher also believes that some organizations make changes to their values and goals, so we find that some workers do not adhere to these goals, and thus the percentage of emotional commitment that links them to this organization is determined, and this dimension is also affected by the degree of individual awareness of the distinctive characteristics of his work in terms of the degree of independence, importance, entity and diversity of skills Supervisors and active participation through a good and effective regulatory environment

#### **. Continuity commitment:**

The two researchers (Sulaiman, Wahb, 2011: 69) defined it that continuity commitment is the individual's motivation and unbridled desire for survival and sustainability in the organization in which he works.

While he defined it (Harem, 2003:192): that it is based on the costs that the employee sees as the reason for leaving work within the organization.

While the researcher knows it procedurally: the worker continues to work in the Coastal Municipalities Water Authority inside his workplace because he believes that leaving this job will cost him a lot.

The researcher also believes that many people prefer to stay in their workplaces for fear of sacrificing investments or incurring costs. High not to sacrifice such gains.

. Standard Commitment:

Normative commitment means the worker's feeling of obligation to remain in the organization (Sulaiman, Wahb, 2011: 69)

While (Haroush, 2011: 41) adds that normative commitment refers to the pressures of others such as colleagues and superiors.

(Al-Jamasi, The Army, 2016: 19) also adds that the normative obligation is for individuals to calculate what others can say if they leave the organization, and thus they do not want to create a negative impression about their leaving the organization.

While the researcher defines it procedurally: it is the employee's sense of obligation to stay with CMWU, and this feeling of good support is often reinforced by the authority's management for its employees, by allowing them to participate and positively interact not only in how procedures and implementation work but also contribute to setting goals and plans and drawing up the general policies of the organization.

These three designations are seen as implicit components of commitment rather than types; As an employee can experience all of these psychological states to varying degrees, some employees may, for example, feel a strong "need" and a strong obligation to stay, but have no "want" to do so. Others may not feel the need or obligation, but have a great desire to stay, and so on. Thus, the individual's organizational commitment is the outcome of all these separable psychological states.

### **Organizational effectiveness**

Organizational effectiveness is considered one of the ambiguous and emerging issues in business management, so there is not a sufficient number of scientific studies available to determine its theoretical framework, and since effectiveness is necessary for many organizations, companies and ministries due to the great development and intense competition for continuity of work, a number of researchers have sought And thinkers in many places find a theory that organizations adopt in order to be effective and of high quality, but the difficulty is that the effectiveness of the organization is a complex and complex issue with the complexity of the organizations themselves. To

the difficulty of identifying the phenomena that surround the effectiveness of organizations and the multiplicity of approaches to their study according to the different approaches followed by researchers in this field, which makes research on the issue of organizational effectiveness one of the most difficult research and studies (Othmani, 2017:43).

### **First - the concept of organizational effectiveness:**

The opinions of researchers differed about the development of a clear and accurate definition of organizational effectiveness, as trying to develop a specific definition of effectiveness is a difficult and complex matter. Because it is based on principles and standards in different business environments and organizations.

Through the above narration of the concepts addressed by some researchers, it becomes clear that it is difficult to arrive at a clear and accurate concept of organizational effectiveness. The researcher noted that organizational effectiveness does not have complete agreement on the definition of organizational effectiveness, and the researcher concluded that there is a difference in the objectives that the institution seeks to achieve as it differed. The goals of these institutions differ in their missions, as there were goals related to society, others related to production, and others that were cultural or social goals.

He also noted the different parties that deal with them with different goals, as the employee, for example, evaluates effectiveness based on the level of remuneration, and the investor evaluates it based on the outcome of his investment.

Therefore, the researcher procedurally defines organizational effectiveness: achieving the objectives of the Coastal Municipalities Water Utility by focusing on management by results in order to achieve growth and stability by working through adaptation with the internal and external environment under the changing and successive conditions in the Gaza Strip.

## **METHODOLOGY AND PROCEDURES**

### **First - Study Methodology:**

The researcher used the descriptive analytical approach, which is widely used in research and human studies, through which he tries to describe and evaluate the reality of organizational commitment in achieving organizational effectiveness through an applied study on the Coastal Municipalities Water Utility under study. The descriptive-analytical approach attempts to compare, explain, and evaluate in the hope of reaching meaningful generalizations. It increases the balance of knowledge about the subject of study.

### **Second - Study population and sample:**

The study population is represented by the employees of the Coastal Municipalities Water Authority under study, which are (the central governorate headquarters, the main headquarters, the regional headquarters, desalination plants, treatment plants, and warehouses), and their number is (263) employees distributed over (6) headquarters

### **The study sample**

Determine the size of the study sample based on Steven Thompson's equation as follows: (Thompson, 2012)

$$n = \frac{N \times p(1-p)}{\left[ \left[ N - 1 \times \left( d^2 \div z^2 \right) \right] + p(1-p) \right]}$$

N. Community size.

P: Neutral characteristic availability = 0.50

D: error rate equal to 0.05

Z: The standard score corresponding to the significance level is 0.95 and is equal to 1.96

Based on the previous equation, the study sample consisted of (157) individuals as a minimum, and they represent approximately (59.7%) of the target population.

### **Data analysis and hypothesis testing**

First - the criterion adopted in the study:

To determine the criterion adopted in the study, the length of the cells in the decimal Likert scale was determined by calculating the range between the scale degrees (10-1 = 9) and then dividing it by the largest value in the scale, i.e. the number of criterion degrees, which is (5) to get the length of the cell i.e. (9/5 = 1.8), and then this value was added to the lowest value in the scale (the beginning of the scale which is one true) in order to determine the upper limit of this cell, and thus the length of the cells became as shown in the following table, where the levels of approval were divided into Five levels (very low, low, medium, high, very high)

To interpret the results of the study, and to judge the level of response, the researcher relied on the arrangement of arithmetic averages at the level of the fields of the questionnaire, and the level of paragraphs in each field. The researcher determined the degree of approval according to the test approved for the study.

Third - the results of the analysis of the paragraphs of the questionnaire tool and its axes

Results of the analysis of paragraphs related to the first axis "Organizational commitment"

The following is a presentation of the results of the statistical analysis of the independent variable, organizational commitment and its dimensions within this study. The arithmetic mean, standard deviation, relative weight, and the (One Sample T test) were used to find out whether the average degree of response reached the degree of neutral approval, which is (5.5 ) or not.

The arithmetic mean of all items of "regulatory commitment" equals (7.42) (total score out of 10), meaning that the relative arithmetic average is (74.24%), which indicates that there is a high degree of approval by the sample members on the items of organizational commitment in general, and it is inferred from Previous results on the availability of dimensions of organizational commitment (emotional commitment, continuity commitment, normative commitment) in the Coastal Municipalities Water Utility from the respondents' point of view to a large extent.

- The special field "normative commitment" ranked first, with an arithmetic average (7.76) and a relative weight of (77.60%), and the researcher believes that "normative commitment" is available in the interest under study to a high degree.
- The special field "emotional commitment" ranked second, with an arithmetic average (7.60) and a relative weight of (75.95%), and the researcher believes that "emotional commitment" is available in the interest under study to a high degree.
- The special field "continuity commitment" ranked third, with an arithmetic average (6.92) and a relative weight (69.18%), and the researcher believes that "continuity commitment" is available in the interest under study to a high degree.

Thus, the researcher has answered the first question: What is the degree of organizational commitment of the workers in the Coastal Municipalities Water Utility in the southern governorates?

The researcher was also able to achieve the first objective of the study, which is to identify the degree of organizational commitment among workers in the Coastal Municipalities Water Authority in the southern governorates.

The results of the analysis of the paragraphs related to the second axis: "Organizational effectiveness."

The following is a presentation of the results of the statistical analysis of the dependent variable, organizational effectiveness within this study, and the dimension consists of (15) paragraphs, where the arithmetic mean, standard deviation, and relative weight were calculated, and then the general arithmetic mean, standard deviation, and the relative weight of the total degree of the variable were calculated and the test (One Sample T test), to find out whether the average response score has

reached the degree of neutral approval, which is (5.5) or not among the employees of the interest under study.

That the arithmetic average of the first paragraph "Implement the instructions and work instructions accurately" equals (8.55) (total score out of 10), meaning that the relative arithmetic average (85.53%), the test value (29.632), and that the probabilistic value (.Sig) is 0.000 Therefore, this is considered The item is statistically significant at the significance level of  $\alpha \geq 0.05$ , which indicates that the average degree of response to this item has exceeded the average approval degree, which is (5.5), and this means that there is a very high degree of approval by the sample members on this item, and thus came its order Ranked first in this field.

The researcher explains that this paragraph is very high, as the employees of the Coastal Municipalities Water Utility implement work instructions and instructions accurately, due to the state of satisfaction experienced by the employees within the authority.

The arithmetic average of the eighth paragraph "I am proud of the distinguished services provided by the Department" is equal to (7.85) (total score out of 10), meaning that the relative arithmetic average is (78.49%), the test value is (20.061), and the probabilistic value (.sig) is 0.000 therefore this is considered The paragraph is statistically significant at the level of significance ( $\alpha < 0.05$ ), which indicates that the average degree of response to this paragraph has exceeded the degree of neutral approval, which is (5.5), and this means that there is a high degree of approval by the sample members on this paragraph, and the researcher notes This paragraph received a high percentage, but it is the least paragraph, and thus it ranked last in this field.

The researcher explains that this paragraph was high despite obtaining the lowest approval rate due to the somewhat lack of capabilities of the Coastal Municipalities Water Utility due to the state of siege and the economic crisis we are living in in the Gaza Strip.

In general, it can be said that the arithmetic mean equals (8.24), that the relative arithmetic mean equals (82.39%), the test value is (37.280), and that the probability value (.Sig) equals 0.000, so the field of "organizational effectiveness" is considered statistically significant at the level of significance of  $0.05. \geq \alpha$ , indicating that the average response score for this domain differs substantially from the approval score

Neutral, which is (5.5), and this means that there is a very high degree of approval by the sample members on the paragraphs of this field.

The researcher explains this that the organizational effectiveness came to a very high degree due to the ability of the department's employees to complete their tasks and work on time, their ability to plan work before performing it, and their great effort to



achieve the department's goals, in addition to their high ability to exploit the available resources and their dedication to work in the form of a unified work team.

This study agreed with the study of Zaarir and Al-Daman (2021) with a high degree of approval, as well as with the study of both Al-Mutairi (2021) with a high degree of approval, the Al-Qassas study (2018) with a high degree of approval, and the Al-Othmani study (2017) with a high degree of approval, while it differed with the Al-Olayani study (2019), where the regulatory effectiveness came to a medium degree of approval.

Thus, the researcher has answered the second question: What is the level of organizational effectiveness of the workers in the Coastal Municipalities Water Utility?

The researcher was also able to achieve the second objective of the study: to identify the levels of organizational effectiveness in the Coastal Municipalities Water Utility.

Fourth - The results of testing the hypotheses of the study and discussing the results:

The starting point in the practical aspect of any research study is to develop hypotheses about the problem to be studied, and the study hypotheses were chosen as follows:

The first main hypothesis: There is a statistically significant relationship at the level of significance ( $\alpha \leq 0.05$ ) between organizational commitment with its dimensions (emotional commitment - continuity commitment - normative commitment) and the achievement of organizational effectiveness at the Coastal Municipalities Water Authority in the southern governorates.

Measuring the relationship is the first step to find out the direction and nature of the relationship between the variables, as well as answering the main hypothesis of the study, by finding the correlation coefficients using the "Pearson coefficient" between the total degree of the independent variable organizational commitment and its dimensions, and the dependent variable "organizational effectiveness" to see if there is a relationship Between them from the point of view of workers in the interest under study, and table (5.13) shows the results of the Pearson correlation coefficient test.

It is clear that the correlation coefficient between the organizational commitment and its dimensions and the achievement of organizational effectiveness equals (0.377), and that the probabilistic value (Sig = 0.000 < 0.05.), which is less than the significance level, and this indicates a statistically significant relationship between the total score The organizational commitment to its dimensions and the achievement of organizational effectiveness, as the relationship was positive and direct, and this indicates that

Increasing attention to the application of organizational commitment in its dimensions (emotional commitment, continuity commitment, normative commitment) leads to increasing and improving organizational effectiveness among workers in the Coastal Municipalities Water Utility in the southern governorates

Based on the results of the analysis, we conclude that there is a “statistically significant relationship at the level of significance ( $\alpha \leq 0.05$ ) between the dimensions of organizational commitment and achieving organizational effectiveness in the Coastal Municipalities Water Authority in the southern governorates.

The researcher explains that this relationship is justified, as the organizational commitment of the workers represented by (emotional commitment, continuity commitment, normative commitment) leads to an increase in organizational effectiveness and bridges the gap between reality and expectations.

### **The second main premise:**

There is a statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) for the dimensions of organizational commitment for workers (emotional commitment, continuity commitment, normative commitment) in achieving organizational effectiveness in the Coastal Municipalities Water Authority.

This hypothesis was validated using multiple linear regression analysis and simple regression.

It was shown from the previous table that the model is valid for using the linear regression model, and that the correlation coefficient is (0.408), the coefficient of determination is (0.167), and the adjusted coefficient of determination is equal to (0.153), and the regression model was able to explain 15.3% of the level Achieving organizational effectiveness among the workers in the Coastal Municipalities Water Utility, meaning that the organizational commitment has an important and essential role in achieving organizational effectiveness among the workers in the utility under study. As for the remaining value of (84.7%) due to the change in other factors that did not enter the regression model, in addition to Random estimation errors, and this means that there are other independent variables that may play a key role in explaining the level of organizational effectiveness achievement. They are not statistically significant (emotional commitment, continuity commitment), that is, they do not affect the level of organizational effectiveness achievement.

And the value of (P) reached (11.677), which is statistically significant at the level ( $\alpha \leq 0.05$ ), which confirms the significance of the regression model, and that there is a statistically significant effect at the level of the function ( $\alpha \leq 0.05$ ) for the organizational commitment of workers in achieving organizational effectiveness. .

$$Y = \alpha + \beta X_3 + \varepsilon$$

$$Y = .5.55 + .293x_3 + \varepsilon$$

The regression equation is: achieving organizational effectiveness = 5.55 + 0.293 \* (standard commitment)

According to the previous regression model, it becomes clear that:

It means that it is possible to take the necessary measures towards enhancing normative compliance, and to apply the previous model to predict the degree of change in the degree of improvement in achieving organizational effectiveness among employees of the department.

**whereas:**

- Each improvement in the ability of one degree in "standard commitment" leads to an increase in the level of improvement in achieving organizational effectiveness among workers in the department under study by (0.293) degrees.

Based on the results of the analysis, we conclude that there is a statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) for the organizational commitment of workers in achieving organizational effectiveness in the Coastal Municipalities Water Authority.

The researcher explains this effect as being justified, as the organizational commitment of the workers represented by (emotional commitment, continuity commitment, normative commitment) leads to an increase in organizational effectiveness and bridges the gap between reality and expected.

**Findings and Recommendations**

First - the results of the study.

**Live Scores**

In the table below, the researcher has indicated the research questions, objectives, hypotheses, and the extent to which they are achieved, according to the following:

**Secondly, the recommendations of the study**

In light of the results of the study, through testing the hypotheses, and answering the study questions, the lowest relative weights of the study variables were determined, so the researcher suggested a group of

Recommendations that can be used by the Coastal Municipalities Water Utility in the southern governorates to achieve its objectives. The researcher took into account in presenting these recommendations, according to the following:

1. The necessity of maintaining a high level of organizational commitment among the employees in the department by creating an organizational climate that helps with this.
2. The management of the Coastal Municipalities Water Utility should work to enhance the workers' sense of safety and stability during their work, through rewards and incentives and through training courses that enhance safety and stability during work.
3. The necessity for the Coastal Municipalities Water Utility to continuously provide specialized training programs to develop the skills of workers in order to improve their work.
4. Encouraging employees to continue and stay at work within the department, by linking development programs and bonus policies with the qualifications and skills available to employees.
5. Raising the level of interest in involving all employees in joint cooperation in planning and formulating policies for the department.
6. The necessity for the administration of the department to continuously work to provide guidance to employees that contribute positively towards achieving organizational effectiveness at work.
7. Openness to local and international institutions, building companies, exchanging experiences and contributing to conferences to develop the human element as the most valuable capital owned by the authority to enhance organizational effectiveness.
8. Encouraging the authority's employees to be proud of the distinguished services provided by the authority's management to them and the society.
9. Work on the need to encourage employees to achieve the desired goals of interest in order to increase organizational effectiveness.

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**Causal prediction of the relationship between post-traumatic growth and both psychological stress and self-esteem among a sample of people with physical disabilities in Dhi Qar Governorate**

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## **Abstract**

The study aimed to discover the relationship between post-traumatic growth and both psychological stress and appreciation. The self among a sample of people with physical disabilities in Dhi Qar Governorate, and the differences between these variables due to gender (males, females), in addition to identifying psychological stress and self-esteem in predicting post-traumatic growth. The study sample consisted of (140) high school students in Dhi Qar governorate, with physical disabilities (fractures, amputations, burns, paralysis). The following tools were used for this purpose: the post-traumatic growth scale, psychological stress, and the self-esteem scale, after verifying their psychometric properties (honesty, stability) on the sample of the exploratory study similar to the basic sample, using the appropriate statistical methods.

The study concluded that there is a positive relationship between post-traumatic growth and self-esteem among the sample members, and a negative relationship between post-traumatic growth and psychological stress. The study also found statistically significant differences in these variables due to gender, as male students showed higher post-traumatic growth and self-esteem compared to females, but females showed higher stress than males. The analysis of variance showed that self-esteem and gender play a positive role in predicting post-traumatic growth.

Key words: post-traumatic growth, self-esteem, psychological stress, physical disability.

## **Introduction:**

Post-traumatic growth (PTG) has attracted an increasing amount of research interest due to its relationship to psychological resilience in relation to more traumatic events (Morrill, et al, 2008, 948–953). Although benevolence may not be intuitively associated with trauma, the idea of positive outcomes can arise from negative events and has long been discussed in Western philosophy. For example, Nietzsche's famous statement: "From the war school of life: What does not kill me makes me stronger (Nietzsche, 1998,5). Post-traumatic growth involves a transformation that ultimately increases adaptation and physical fitness as a result of traumatic experience. Post-traumatic stress is a process of positive personality development, in which individuals undergo a change in functioning beyond effective coping after experiencing a traumatic event (Tedeschi & Calhoun, 2004).

Post-traumatic growth may be associated with increases in three broad areas of positive functioning: First, appreciation of interpersonal relationships, where people feel they have improved in some way. Second, post-traumatic growth is associated



with a more positive self-view, such as feelings of personal resilience, wisdom, strength, and personal acceptance of weaknesses. Finally, PTG is associated with positive changes in life philosophy such as an increased appreciation for life and a re-evaluation of personal goals and values (Calhoun & Tedeschi, 2006, 1-18). It is also negatively associated with stress, post-traumatic stress disorder, anxiety and depression.

Disability is everything that limits an individual's mental, psychological or physical capabilities, and makes him unable to practice the normal life expected of him within the limits of his age, gender and environmental conditions (Mohammed, 2012, 23).

Here, people's reaction to their disability varies, some of them view it as helplessness and weakness, where the individual feels distress, tension and poor self-esteem, and some of them go beyond that, as his new situation and adapts to it through the radical change that he makes in his personality, as he deals positively in Various social situations, and this is what is called the term post-traumatic growth, which is a new term in positive psychology and has not been discussed much in study and research in the Arab community, especially the Iraqi environment.

The concept of post-traumatic growth is based around the most important positive changes, whether psychological or social, as positive growth relates to the individual's abilities and personal traits, which in turn affect his life path, and the extent of his acceptance of new things around him. Tideschi and Calhoun believe that difficult events such as shocks and painful experiences that a person is exposed to during his life can have a positive side away from frustration, failure and despair and closer to hope, success and high morale. It is said that what does not break you can make you stronger (Al-Saadi and Kanin, 2019, 310).

The physically disabled may suffer from many social problems such as family, friends, educational, medical and rehabilitation problems, most of which are unfair to the right of people with special needs, and make them feel that they are a burden on others in providing all the requirements of daily life, starting with their internal home movements and ending with their movement in the surrounding environment in Society, especially the school (Ghubari, 2003). These problems may cause some psychological pressure for some of them, while for others, disability may be a positive motive in developing positive personality traits during their interaction with others.

Therefore, the current study will focus on identifying the causal prediction of the relationship between post-traumatic growth as a protective factor against psychological stress, anxiety, depression and other types of multiple psychological problems to the growth of positive traits in the individual, such as hope, optimism,

courage and self-esteem among a sample of secondary school students. Persons with physical disabilities in Dhi Qar Governorate.

### **The study problem and its justifications**

Despite the growing interest in the field of trauma studies in the positive growth and adaptation that can occur after trauma, minimal research has been discovered in young adults who have experienced an acquired physical disability (fractures, amputations, disfigurement, and burns). A quantitative study exploring post-traumatic development among physically disabled adolescents is necessary to establish the existence of post-traumatic development among this group of adolescents, to highlight the unique contribution of post-traumatic development, stress and self-esteem. Self-esteem is defined as a potential predictor of the relationship between post-traumatic stress and post-traumatic stress.

Physical disability caused by psychological and physical trauma. The results of this research can contribute to the preparation of counseling programs for individuals to increase their self-efficacy, understand themselves, accept their condition and coexist with it, and start a new vision of self and others, in addition to the benefit of workers in the field of psychotherapy, psychological counseling and special education from the proposals of this study in the rehabilitation of people with physical disabilities.

**This** study seeks to reveal the correlation between post-traumatic growth and both psychological stress and self-esteem among the study sample, and to identify the differences between average degrees in post-traumatic growth due to the gender variable (males, females), as well as to know the differences between the averages of post-traumatic growth. In addition to knowing the effect of the interaction between demographic and psychometric variables on post-traumatic growth, and knowing the size of the effect between these variables on post-traumatic growth.

### **Previous studies:**

First - Arabic Studies

Baheya and Latifa (2011) conducted a study on “Psychological adjustment in an adult with acquired mobility impairment”. Where the study aimed to reveal the differences in psychological adjustment in terms of gender among the study sample, and the differences in psychological adjustment in terms of the duration of integration into the motor rehabilitation process for the study sample. The research sample consisted of (100) individuals. The psychological compatibility scale was used. The study found that there were statistically significant differences in the psychological adjustment of adults with an acquired motor disability according to the duration of integration into the motor rehabilitation process, and it also

concluded that there were statistically significant differences in the psychological adjustment of adults with an acquired motor disability due to gender.

Yamina (2019) conducted a study on "Post-Traumatic Stress Disorder in the Physically Disabled Due to Traffic Accidents". In order to identify the degree of post-traumatic stress disorder among the physically disabled as a result of the traffic accident, it also aimed to reveal the level of post-traumatic stress disorder among individuals of both sexes exposed to traffic accidents. The number of the sample was four people whose ages ranged between (20-40). An observational study, clinic interview, and post-traumatic growth scale were used. The study found that there are differences in the gender variable in post-traumatic stress disorder among traffic accident victims.

### **Secondly, foreign studies**

Akbari et al. (2014, Akbari et al.) conducted a study on the “predictive ability of post-traumatic growth”. The aim was to identify the predictive value of post-traumatic growth through self-efficacy and social support in cancer patients. The sample was (95) cancer patients. The Post-Traumatic Growth Scale was used. The results found that post-traumatic growth can be predicted by self-efficacy and social support in cancer patients.

Dekel et al, 2011) conducted a study on post-traumatic growth and post-traumatic stress / a longitudinal study, which aimed to reveal the trend between post-traumatic stress and post-traumatic growth. The duration of their arrests for more than (17) years, and the symptoms of post-traumatic stress, depression and anxiety symptoms were measured during three time stages, and the results showed that post-traumatic stress growth was more effective after twice, and that the onset of post-traumatic stress was predicted concurrently with post-traumatic growth trauma but not vice versa, and I also found that PTSD sufferers reported a high level of PTSD during the time they had PTSD.

The study of Xiao Zhou et al. (2017), aimed to examine the mediating roles of simultaneous self-esteem and hope in the relationships between social support, PTSD, and PTSD development. The sample consisted of (397) Chinese teenagers, who were affected by the Yan earthquake. Participants completed self-report questionnaires two and a half years after the earthquake, and the Scale of Social Support, Self-Esteem and Hope for PTSD and PTSD. The results showed that direct and negative social support predicted PTSD, and predicted PTSD positively. Furthermore, social support negatively predicted PTSD with self-esteem, and PTSD positively predicted growth with hope. Additionally, anticipate social support as post-traumatic stress grows positively through multiple mediation pathways from self-esteem to hope.

The study of Tuck and Patlamazoglou (Tuck. & Patlamazoglou.. 2019)) examined the relationship between traumatic stress and both post-traumatic development and emotional intelligence. The study hypothesized that there is a relationship between emotional intelligence and post-traumatic development, and that emotional intelligence increases emotional intelligence after a traumatic event. The sample consisted of (211) people, of which (157) females, and (54) males, with an average age of (26.23). The Emotional Intelligence Scale and the Post-Traumatic Growth Scale were used for this purpose. The results showed a positive relationship between emotional intelligence and post-traumatic growth, and that males are more developed after trauma than females. The current study suggests that the use of interventions designed to improve emotional intelligence may help promote psychological resilience as well as recovery from traumatic stress reactions in the general population

The purpose of the Ogińska-Bulik & Kobylarczyk 2016 ,study was to determine the relationship between resilience and the level of positive changes, including growth after trauma, in a group of firefighters with job-related traumatic events and the mediating role of stress assessment in this relationship. The study was conducted on a group of (100) firefighters from the fire and rescue teams, 75 of them admitted that they had been exposed to a traumatic event. The firefighters studied were on average 31.51 years old (SD = 6.34). The Post-Traumatic Growth Checklist, Resilience Rating Scale, and Stress Assessment Questionnaire were used in the study. The results showed that (2.7%) of the firefighters showed low, (58.6%) average and (18.7%) high intensity positive changes caused by a traumatic event. Resilience is weakly correlated with post-traumatic growth expressed in changes in self-perception, closely correlated with stress assessment, negatively correlated with threat and harm/loss and positively correlated with challenge. The assessment of stress as a threat and a challenge appears to have been mediators of the relationship between resilience and post-traumatic growth.

The Blackwell study (2016) aimed to assess the relationship between meaning, resilience, and post-traumatic growth among a sample of a college student. The sample consisted of (612) participants, whose ages ranged between (18 and 26) years, who were selected in light of self-reports about the traumatic events they were exposed to, through the application of the list of life events, the post-traumatic growth scale, and the life purpose scale Manual, Flexibility Scale. The results showed a positive relationship between PTSD and the meaning of life and psychological resilience, and a negative relationship between PTSD and PTSD.

Hadar (2015) study sought to verify self-esteem as a predictor of post-traumatic growth and adjustment among maltreated adolescents, as post-traumatic growth was visualized as a positive change in social competence and cognitive performance. This study also explores the unique relationship between abuse and self-esteem

among adolescents. The sample consisted of (132) adolescents who were subjected to ill-treatment, and for this purpose a scale of self-esteem and post-traumatic growth and a scale of psychological adjustment were used. The results showed a positive relationship between post-traumatic growth and both self-esteem and psychological adaptation, and that both self-esteem and adaptation are positive factors for detecting post-traumatic growth.

Tang and Wang's study (Tang & Wang, 2020) sought to assess the level of post-traumatic growth in a large sample of adolescent Chinese earthquake survivors (n = 5195) and the relationships between self-esteem, PTSD, and post-traumatic growth. This study indicated that the prevalence of post-traumatic growth among adolescent survivors was (14.8%). Post-traumatic growth was independently associated with self-esteem, exposure severity, and aspects of PTSD avoidance. PTSD has been found to be mediated in part by self-esteem over post-traumatic development; PTSD was also a mediator between exposure to earthquakes and post-traumatic growth.

Ismaili et al. (Salimi, et al, 2021) conducted a study aimed at investigating the relationship between personality and post-traumatic growth through functional adaptation. Among a sample of (266) Iranian adolescents who suffered from the sudden death of a parent. They completed the Five Factors of Personality Scale, the Post-Traumatic Growth Checklist, and the Functional Adjustment Abilities Scale. The results showed that functional adaptability was partially mediated by the relationship between neuroticism, openness, and post-traumatic growth. In addition, the results confirmed the mediating role of functional adaptation in the relationship

Between conscience and post-traumatic growth. The results also indicated that there is a direct relationship between extraversion and post-traumatic growth, but there is no relationship between conformity and post-traumatic growth. These findings emphasized the essential role of functional adaptation in empowering traumatized adolescents.

From the above, it appears that previous studies dealt with post-traumatic growth in many diverse samples: adolescents, firefighters, cancer patients, and using many psychological and emotional variables, but there is no single study that dealt with a sample of students with physical disabilities, and all study variables, and this What distinguishes the current study from other previous studies in terms of the nature of the sample, the tools and the geographical environment in which the study was applied.

### **Study hypotheses:**

In light of the problem of the study, theoretical literature and previous studies, the hypotheses of the current study were formulated as follows.

- 1- There is a correlation between the degrees of post-traumatic growth and the degrees of both self-esteem and psychological stress among the study sample members.
- 2- There are differences in the average degrees of post-traumatic growth, psychological stress, and self-esteem among the study sample members due to gender (males, females).
- 3- There are statistically significant differences between the scores of the study sample members with physical disabilities on the post-traumatic growth scale due to the variable type of injury (amputation of limbs, burns, paralysis, deformation of the body) among the study sample members.
- 4- There are differences in the averages of high and low degrees in post-traumatic growth and in both degrees of self-esteem and psychological stress.
- 5- There is an effect of the interaction between each of the study variables and the joint interaction between them on the post-traumatic growth of the sample members.

#### **The limits of the study:**

Human limits: the study sample consisted of (140) students with and without a physical disability in Dhi Qar Governorate.

- Objective limits: The post-traumatic growth scale, psychological stress scale, and self-esteem scale were used, where the descriptive analytical approach was used, and the results were extracted according to the hypotheses of the study using appropriate statistical methods.

- Spatial boundaries: The research tools were applied in many secondary schools in Dhi Qar Governorate.

Time limits: The research tools were applied in the eleventh month of 2021.

#### **Study concepts and terminology**

1- Post-traumatic growth Post-traumatic growth Tedeschi & Calhoun defines post-traumatic growth as: a state of positive psychological change and growth for individuals who have been exposed to traumatic experiences and events during their lifetime, which led to a radical change in aspects of their personality and their view of life on a personal level. As a whole.

Post-traumatic growth is defined procedurally: it is the sum of the high scores obtained by the examinee through his answers on the post-traumatic growth scale used in the current study, where a high score indicates post-traumatic growth, while a low score indicates a decrease in post-traumatic growth. of the sample members.

2- Psychological stress, which means distress, oppression and compulsion, as well as distress and argument between two people (Ibrahim et al., 1985, 541). Al-Anazi (2004) defines it as the condition that occurs to a living organism when there are demands that exceed or exceed the person's ability to bear and face them.

3- Self-Esteem: The concept of self-esteem psychologically, according to the definition of Cherry, (2017, 10-29) refers to that characteristic or personal quality that a person possesses, which in turn is related to his self-respect and skills, as many special beliefs fall under this concept. It is worth noting that this achieves a state of permanent stability for its owner, and it is worth noting that among the signs of self-confidence and self-esteem is the ability to reject, identify strengths and weaknesses, adapt to them, and coexist with experiences. The bad, and finally the ability to express oneself and one's personal needs.

While Cooper Smith defines it (Cooper smith, 1967,2) as evaluative attitudes toward post-traumatic growth—"the positive psychological change that occurred as a result of struggle with extremely difficult life circumstances."

Self-esteem is defined procedurally as the degree to which the examinee obtains from the application of the scale used in the study, where a high degree indicates a high level of self-esteem for the sample of people with physical disabilities, while a low level indicates a decrease in the level of self-esteem.

#### 4- Persons with physical disabilities

It is defined as the cases of individuals who suffer from a defect in their motor and physical abilities, as this defect affects the manifestations of their mental, social and emotional development and calls for the need for education, care and psychological and social attention (Baheya and Latifa, 2011, 27).

### **Theoretical framework**

Post-Traumatic Growth Concept (PTG), as defined by Tedeschi and Calhoun, 1995.19, describes the positive personality and performance-enhancing life changes that result from

Emotional and cognitive processing of trauma exposure. The authors emphasize that it is not the event itself that is thought to trigger PTG but rather the struggle in the aftermath of the trauma. PTG has so far been extensively studied in adults and these studies have repeatedly shown that post-traumatic symptoms in affected individuals can be accompanied by post-traumatic growth,

Regarding the developmental process, Tedeschi and colleagues suggested that traumatic events may act as "seismic challenges" to individuals' pre-traumatic schema regarding themselves, others, their relationships, and the world, by shattering their assumptions about the world and forcing a reconfiguration of one's

goals, beliefs, and holistic view of life. Meyerson et al, 2011, 949)). PTG differs from other strength-based concepts such as resilience by emphasizing the process of transformation as a result of conflict with trauma. Furthermore, it was emphasized that the word 'growth' might be the most appropriate word to define this particular phenomenon. The affected individual is supposed to reach a stage in personal development beyond the previous functional level. Finally, the use of the term “post-traumatic stress” indicates that this growth occurs after an extreme event and is therefore not caused by any minor stressors, nor is it part of a normal process of personality development (Cryder, et al, 2006, 65).

Several studies (248-253 Kilmer, et al, 2009,) indicate that PTSD does not rule out the development or presence of PTSD. Rather, it emphasizes that some degree of distress may be necessary to initiate the process of change, and perhaps sustain growth. Levine, et al, 2008, 492-496 found an inverted U-shaped curved relationship between PTSD and growth, and hypothesized that PTSD may be maximal at levels of moderate PTSD. In contrast, Zhou & Wu (2016, 242-248) recently emphasized the developmental independence of PTSD and PTSD after investigating the role of impulse regulation. PTSD has been divided into five major areas or categories: 1) new possibilities, 2) relationship to others, 3) personal strength, 4) spiritual change and 5) appreciation of life. In more detail, notable changes include for example a greater sense of personal power or a feeling of being better able to meet the challenges of the future. Changes in personal relationships include a better sense of "true friends" and an increased need to share and express one's feelings. Changes in life philosophy relate to e. g. Greater appreciation of available resources and an individual's ability to distinguish more effectively between important and irrelevant. Although these positive effects may be somewhat similar to the idea of resilience, several authors have emphasized that both (while sharing some conceptual aspects) are still somewhat distinct constructs (Calhoun&, Tedeschi RG, 2006).

Conceive positive growth and adaptation in the aftermath of a shock as achieving “a level of performance above that which existed prior to the event” (Linley, & Joseph, 2004, 11-21). It represents an improvement in pre-disease functioning, in

The contrasting distinction with resilience, a related term, describes a return to one's level of functioning prior to the trauma. Several terms are used to describe this positive adaptation process. Post-traumatic growth (Tedeschi & Calhoun, 1995) is quite prevalent in the literature as are the concepts of stress-related growth (Park, et al, 1996)). While these concepts focus on slightly different aspects of post-traumatic growth, they all agree that positive psychological development can result from conflict with adversity. When discussing post-traumatic development, researchers and theorists remain cognizant of the harmful effects of trauma. To illustrate this point, research studies have indicated that PTSD, although not necessarily other



psychological symptoms, and PTSD are not mutually exclusive (Alisic, et al, 2008). In a study of children who had experienced traffic accidents, Salter and Stallard (2004,335-340) found that 37% of those who had experienced PTSD (42% of the total sample of 158) also showed growth after Shock. The experience of successfully using one's psychological resources and dealing with what seemed to be insurmountable pain may generate feelings of self-confidence, self-esteem, self-efficacy, and strength and may stimulate later growth (Tedeschi & Calhoun, 1996).

Considering the large numbers of children, adolescents, and adults with mental disorders in the context of trauma internationally, the negative impact and implications of recovery from trauma have long dominated research in trauma science. The emerging concept of PTG has already broadened the clinical perspective and raised various questions about the diversity of cognitive, emotional, and behavioral response to trauma in children and adolescents.

As for self-esteem, it is determined by innate genetics and environmental influences and develops along with cognitive and emotional maturity (Harter, 2006). In particular, unshared environmental factors, including parent-child relationship quality, trauma experiences, attachment style, and social environment, account for the majority of the variance in self-esteem. Although there is no single unshared environmental factor that is very important, the detrimental effect of self-esteem is theoretically different from domain-specific self-esteem which is the assessment of specific abilities, including academic aptitude and athletic ability. Self-esteem is a subjective evaluation and is therefore closely related to any objective fact about ability or value.

Since psychological stress is an inevitable phenomenon in human life in general, especially in the current times, and among adolescents, especially as they are one of the segments of society who face daily many pressures represented in academic, family, social, and personal pressures, in addition to the demands imposed by the nature of the age stage. And challenges on them, make them more vulnerable to psychological pressure, so it can be said: Psychological stress is generated as a result of the failure of the individual to adapt to the demands imposed on him in most cases, and this makes him more vulnerable to psychological, physical and cognitive problems, noting that it is not necessary for all

The potential effects of stress are negative, and can even be positive, as it pushes the individual to achieve himself, and to speed in achievement and performance, and this increase in the subject of psychological stress has prompted researchers to increase interest in studying it, and trying to know the sources of predicting it, and strategies for dealing with it, based on a number of The personality traits, which the individual possesses, which can contribute to determining the ways he

communicates with the surrounding environment to a large extent (Obaida, 2008, 43).

Hans Selye is one of those who consider stress as a response to environmental conditions, as stress in this field is seen as the individual's reaction to a stressful stimulus in the environment, and then psychological stress can be defined according to this field as the physiological and psychological response that the individual performs in the face of an event or External Case (Davison & Neal, 1994, p.191))

From the above, it appears that there is a positive relationship between the development of post-traumatic stress traits such as, self-esteem, self-efficacy and other positive strengths, while it is inversely related to post-traumatic stress disorder, anxiety and depression, and negative ruminative thoughts. Therefore, it can be said that post-traumatic growth plays a protective role for traumatic life events, in addition to developing positive personality traits.

### **Study procedures**

1- Methodology: To verify the hypotheses of the study, the appropriate descriptive analytical approach was used for such a study, which is to show the relationship between post-traumatic growth and post-traumatic stress and self-esteem among a sample of students who were exposed to physical disabilities, fractures, amputations, and motor disabilities. , traffic accidents, burns, and the detection of the differences between the study variables according to gender, and the impact of the interaction between these changes on the post-traumatic growth of the study sample.

2- Study sample: The research sample amounted to (140) male and female students, and by (90) male and (50) female students, they were deliberately selected from some secondary schools in Dhi governorate, which are: Al-Kharj' Secondary School for Girls, Al-Firdaws Secondary School for Girls, Al-Khansa Secondary School for Girls, and Secondary Al-Samoud males, Tal Al-Za`tar High School for Boys, Damascus High School, Tal Al-Za`tar High School, and Al-Jumhuriya High School. Those whose ages ranged between (16-18) years, who suffer from traumatic events as a result of various accidents, such as fractures in the foot or hand, burns, permanent motor disability in the hand or leg...etc.

**3- Study tools: In order to answer the questions and hypotheses of the study, the following tools were used:**

First: Posttraumatic Growth Inventory

The scale was prepared by Tedeschi and Calhoun (Tedeschi, & Calhoun, 1996), which consists of (21) distributed over five dimensions, which are the following: connection with others, new possibilities, personal strength, spiritual change,

appreciation of life. The scale was translated into Arabic and applied in more than one Arabic study. The researcher adapted it to an exploratory sample of secondary school students with physical disabilities, which is outside the limits of the basic study sample, which numbered (75). Male and female, the examinee is asked to answer the scale according to Likert method with five weights or answers, and the examinee must choose one answer for each question from (1 disagree to 5 agree very much).

1- Honesty: a- The internal consistency between each item and the overall score of the scale:

It turns out that the correlation coefficients of each item with the total score of the scale ranged between (0.423-0.832) degrees, and they are statistically significant correlation coefficients at the level (0.01), which indicates the validity of the scale that has the internal validity of its statements with the total score of the members of the exploratory sample.

B - The internal consistency between the dimensions of the scale and its expressions and the total score: The correlation between the total score for each dimension and the total score for the scale was calculated.

It is clear that there is a statistically significant relationship at the level of significance (0.05-0.01) between the degree of each individual item and the total degree of the dimension, which indicates that the scale has a good degree of internal consistency.

## **2- Scale stability:**

To calculate the scale's stability, the reliability coefficient was extracted using the split-half method and Cronbach's alpha, using the Spearman-Brown coefficient, where the value of the reliability coefficient was (0.83). While the value of the stability coefficient by Cronbach's alpha method was (0.81).

It is clear from the results that the scale has acceptable psychometric properties of validity and stability, and this justifies the researcher to use it in the basic study sample of students with physical disabilities.

## **Second: Adolescent Psychological Stress Scale:**

This scale was prepared by Sun and others (sun, et al, 2011)), and it consists of (16) phrases, distributed over a set of dimensions, namely school stress, schoolwork, exam anxiety, self-expectation, and despair. Where it was applied to more than (2000) Chinese teenagers to examine the psychometric properties. The variance results explain a value of (64%) of the total dimensional variance. The degrees of the internal consistency scale also showed a value of (0.78), while the stability of

the scale reached (0.85) through repetition in a time of two weeks between the first and second application.

### **Psychometric properties of the scale in the current study:**

To verify the psychometric characteristics of the scale (veracity and stability) it was applied to the aforementioned exploratory sample of people with physical disabilities, and the following are the psychometric characteristics of the scale.

Honesty: the correlation of each degree of each dimension with the total degree:

\*\* The correlation coefficient is statistically significant at the significance level (0.01).

It is evident from the results that the correlation coefficients for each dimension with the total score of the scale, which are statistically significant correlation coefficients at the level (0,01), which indicates that the scale has appropriate internal validity.

### **Discriminatory honesty:**

The scale was applied to a sample of (75) male and female students, which is outside the sample of the basic study, to verify the scale's ability to distinguish between the peripheral categories (lower quartile and upper quartile).

It is clear from the results that the difference between the highest quartile and the lowest quartile was statistically significant at a significance level of (0,01); This means that the scale has the ability to distinguish between the peripheral categories of the study sample.

### **2- Scale stability:**

The stability of the scale was calculated by applying it to the exploratory sample of (75) male and female students with acquired physical disabilities, using Cronbach's Alpha equation and half-segmentation, It is clear that the psychological stress scale in adolescents has good psychometric properties among the members of the exploratory sample, and this justifies the researcher to use it on the members of the main study sample.

### **3- Self-esteem scale:**

This scale was prepared by Amour (2018), which was applied to a sample of (500) adolescents in the Algerian environment, which consists of (28) phrases, distributed over the following dimensions: self-confidence (8) phrases, self-esteem (6) phrases, and competence Scholasticism (6) phrases, personal competence (4) phrases, and social competence (4) phrases. Where this scale is answered through five alternatives indicating the extent of the individual's self-esteem, with a gradation ranging from (1 → 5) degrees, where the individual is asked to put a mark (X) in the

appropriate box, which expresses the extent of his self-esteem. Accordingly, high scores on the five-dimensional scale indicate a high level of self-esteem, and a low score indicates a low level of self-esteem.

## **Study results and their interpretation**

### **Results of the first question: What is the level of post-traumatic growth among the sample members?**

To answer this question, the scores of the study sample members were calculated to verify the spread of post-traumatic growth, as the following table shows the level of post-traumatic growth and the number of individuals at each level (low, medium, high) using the law of quadrants.

It is clear that the sample members with physical disabilities who got low scores on the scale between (33-55) degrees, their number reached (35) individuals, while those who got an average level, their number reached (35) individuals, as their bikes on the scale ranged between ( 56- 76). As for those who got high scores on the scale, their number reached (70) students only, and their scores on the scale range between (77-91) degrees. This means that those who got high scores in the post-traumatic growth scale among the sample members of the adolescents were the vast majority of the sample members.

This finding is consistent with many studies that dealt with post-traumatic development in adolescents and young adults, as it was found that young people often have positive traits, resilience, and psychological toughness in dealing with traumatic life events. This can be attributed to the positive personality traits that they enjoy despite the traumatic experience they suffer from, and despite the physical and motor disability or disability that negatively affected their body image and motor coordination. However, this did not make them live in a state of helplessness, but rather a state of challenge and harmony with themselves and others. The study of Wanjie et al, 2020) indicated that the prevalence of post-traumatic growth among adolescent survivors was (14.8%). The results of Ogińska-Bulik & Kobylarczyk, 2016 (k), also indicated that there are (18.7%) of the respondents who have a high severity of positive changes resulting from the traumatic event.

This result explains that the sample members of the students, despite the suffering they experience as a result of the physical injury and its consequences, but most of them were more compatible on the health, psychological and emotional level, which made them feel like others, and lead their lives normally in and outside school, and if it appeared that Post-traumatic growth has enhanced their abilities and positive traits to deal with their disability, and if it indicates anything, it indicates the moral

and religious values they enjoy, that this disability is a predestination from God, and God's destiny cannot be returned.

### **Study hypotheses:**

Presenting the results of the first hypothesis, which reads: "There is a statistically significant correlation between the degrees of post-traumatic growth and their scores on the scale of self-esteem and psychological stress."

To verify the validity of this hypothesis, the Pearson correlation coefficient was used to measure the relationship with the post-traumatic growth scale scores with the scores of both the self-esteem scale and psychological stress.

It is clear from the results that there is a direct (positive) relationship between the degrees of the dimensions of the post-traumatic growth scale and the degrees of self-esteem, while the results of the table revealed a negative relationship between the degrees of post-traumatic growth and the degrees of psychological stress among the members of the basic study sample of adolescents with physical disabilities, at the level of Statistical significance with a value of (0.01).

This result appears to be somewhat logical as demonstrated by the results of theoretical research and empirical studies, which confirmed that post-traumatic growth is positively associated with self-esteem and negatively with post-traumatic stress disorder, and this is evidence of the validity of this finding in the current study. The study of Xiao Zhou, et al, 2017) indicated that social support was expected to be negatively associated with PTSD and positively with self-esteem. Additionally, anticipate social support with positive post-traumatic growth through multiple mediated pathways to self-esteem. The Hadar study (2015) also indicated that there is a positive relationship between post-traumatic development and self-esteem. The results of the study (Ha. & Sim, 2016) also found that the dimensions of post-traumatic growth are: improvement of self-esteem, stress management, healing and recovery from trauma, and improvement of interpersonal relationships (Younes, 2020). While the results of the Blackwell study showed,. 2016)) There is a positive relationship between post-traumatic development and both meaning of life and psychological resilience, and a negative relationship between post-traumatic development and post-traumatic stress disorder.

This result means that the members of the sample who enjoy post-traumatic development have a high self-esteem, due to their positive traits such as resilience, toughness, courage and life satisfaction compared to those who do not have such ability, they feel depression, hopelessness and low morale in dealing with Life situations as a result of their disability or distorted body image.

Presenting the results of the second hypothesis, which states: "There are statistically significant differences in post-traumatic growth, psychological stress and self-esteem due to the gender variable (males and females).

To verify this hypothesis, two independent samples were used to determine the nature of the differences between males and females in the study variables, post-traumatic growth, self-esteem, and psychological stress, using Student's Law of Differences between Means "T"

It is clear from the results that there are statistically significant differences at the level of significance (0.01) in the average degrees of post-traumatic growth and self-esteem among the sample members (males and females), where the results were in favor of males, while females were more exposed to psychological stress as a result of the traumatic event. The results of this study are in agreement with many previous studies, where the results of the study of Vishnevsky, et al, 2010 (2010) indicated that a meta-analysis examining the direction and magnitude of gender differences in self-reported post-traumatic growth, as the results of a meta-analysis of (70) revealed A study of a small to moderate gender difference in posttraumatic development. The results of the study (Marcin, et al, 2016)) also showed that females have difficulty in post-traumatic development compared to males. The results of the studies generally indicate that there are modest differences between males and females in the variables of this hypothesis, and this needs accurate diagnostic studies to identify the gender differences in post-traumatic growth, stress caused by trauma, and self-esteem in dealing with the traumatic event, and this is related to the nature and severity of the trauma, And the impact it has on the individual, but looking at the nature of the current sample, we find that physical disabilities are often more painful for adolescent girls than for males, based on the nature of the societal culture to which the girl belongs. Much remains unknown about how women and men deal with trauma, and how traumatic experiences can facilitate growth rather than distress and stress. Given that post-traumatic growth is a burgeoning area of research, it is critical to better understand the mechanisms that lead to women and men seeing growth differently. A first step in this direction is to continue to investigate variables that may be involved in posttraumatic development, and to consider gender as the primary variable of interest in such research.

Presenting the results of the third hypothesis, which states: "There are statistically significant differences between the scores of the study sample members with physical disabilities on the post-traumatic growth scale according to the type of injury variable (amputation of limbs, burns, paralysis, deformation in the body) among adolescents in the study sample. "

To verify the validity of this hypothesis, the arithmetic means and standard deviations of the responses of the study sample members on the post-traumatic growth scale were calculated according to the type of injury variable.

In order to find out whether there are statistically significant differences in post-traumatic growth due to the type of injury in the total study sample of (140) male and female students from the secondary stage, it appears from the results of Table (12) that

The students developed the most post-traumatic amputation in limb amputations, with an average of (79.9), followed by the paralyzed group, with an average of (69.5), and the general physical deformity category with an average of (65.3) came in third place, and finally, the injured group burns with an average of (61.2).

To verify the direction of the differences, a one-way analysis of variance was used among the sample members in post-traumatic growth according to the type of injury

The results show that the amputation of the limbs was more developed after the trauma, followed by paralysis, then burns, and finally physical deformities. In the sense that the person who suffers from burns and physical deformities is the least group in post-traumatic development compared to cases of amputation and paralysis, but because amputation or paralysis of the limb is a permanent condition where the individual adapts to it in a natural way, while cases of burns and physical deformities suffer from psychological and social pressures, and has Always negative ruminant thoughts about his deformed body position. Despite this conclusion of the current study, it needs an in-depth analytical study to know the factors and motives that make some of these individuals have strength and positive growth in dealing with physical injury and among those who have a feeling of helplessness, despair and dissatisfaction with their personal lives.

- Presenting the results of the fourth hypothesis, which states: "There are differences between high and low post-traumatic growth on both psychological stress and self-esteem among adolescents in the study sample."

To verify the results of this hypothesis, the law of differences was used between two non-independent groups of respondents who got high scores, and those who got low scores on the post-traumatic growth scale, and their scores on both the self-esteem and psychological stress scale, in order to find out those differences between them, Where this was calculated through the law of quartiles to identify the first and third quartiles



It is evident from the results that there are statistically significant differences at the level (0.01) between the average scores of low and high post-traumatic growth on self-esteem, and these results came in favor of high post-traumatic growth with a value of (6,17). The results of the same table also showed that there were statistically significant differences at the level of significance (0.01) between high and low post-traumatic growth in psychological stress, and the results were in favor of low post-traumatic growth, with a value of (12,10).

Presenting the results of the fifth hypothesis, which states: "There is an effect of the interaction between the following variables: gender, self-esteem, psychological stress, and their joint interaction on the post-traumatic growth of the study sample."

To verify this hypothesis, a one-way analysis of variance was calculated for the study variables on the average degrees of post-traumatic growth, and the predictive ability of these variables among the study sample members in self-esteem and psychological stress was shown.

It is clear that there are significant differences in the variables of the demographic study on the scale of self-esteem, as it appears from the results of the table that the following variables: Gender, self-esteem plays a major role in the post-traumatic growth process among the sample members

The study, while psychological stress has a weak effect on post-traumatic growth compared to other variables. It was shown through the previous table (15) that it was possible to predict high and low post-traumatic growth according to a variable of jinxedness and self-esteem in the study sample, according to the model shown above, where there is an effect of the interaction between these mentioned variables and post-traumatic growth.

## **Discussion:**

The study was subject to the following limitations. First, the relatively small sample size may limit the statistical power compared to global studies, so it is necessary to increase the sample size to validate the results of this study. Second, the proposed model was based on data collected from students with physical disabilities who were subjected to emotional and psychological trauma, as a result of amputation, burns, fracture, paralysis, and physical deformities resulting from traffic accidents and others. The study also found a relationship between post-traumatic growth and self-esteem and an inverse relationship. With the psychological stresses resulting from the trauma that caused them physical deformities, in addition to the differences between males and females in the study variables, the results showed that males are more positively developed for trauma, and that gender and self-esteem play a positive role in post-traumatic growth, while psychological stress works on Towards

impeding post-traumatic growth among the sample members. In other words, it is gender and estimation that predicts post-traumatic growth in contrast to psychological stress, which leads to a lower level of post-traumatic growth among the sample members. Generalizing the results to the sample members with physical disabilities requires caution because there are individual differences between individuals in post-traumatic growth based on self-efficacy and positive personality traits, and other factors that may not be related to post-traumatic growth. Therefore, these results can only provide an overview of the conditions of adolescent students with physical disabilities.

### **Suggestions:**

This study suggests that future research and clinical practice should test whether enhanced self-esteem can enhance treatment of PTSD.

- Conducting prospective and longitudinal studies in these fields to verify the validity of the results of this study and to clarify the factors affecting the post-traumatic development of cases suffering from physical disabilities resulting from traumatic events that led to their physical deformities.
- Conducting an in-depth clinical study on the various psychological and emotional factors that contribute to post-traumatic development in different age groups of males and females.
- Designing counseling and training programs for the development of post-traumatic development in students who have been exposed to trauma that led to post-traumatic stress disorder.

Orienting school supervisors to develop the capabilities and positive strengths of students who have been exposed to various traumas (aggressive behavior, academic failure, self-harm) to develop personal aspects that help tolerance, compassion, and empathy with self and others.

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**Technology is a social dilemma**  
**(Article)**

**(Article)**  
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## Abstract

Millions of people use social media and digital technology these days, so that these means have become an integral part of human daily life. It has become a major concern for most of us and consumes a lot of our time. This technology represented by social media has become controlling us so that it began to change our life and social behaviors until we reached the stage of addiction to its use. This social transformation for her children. The dangers and disadvantages of excessive use of this technology made us highlight these dangers in this article, which is based on a documentary film. .

**Keywords:** social media

**Note: The idea is based on a documentary. About this.**

Who among us does not own a smart phone most of us, but we all own this device that has become a part of our personality, or we maintain accounts on Twitter, Instagram, Facebook and other social networking sites and platforms, and we often find ourselves and on more than one occasion ignore a friend - or a member of our family He sits with us in the same room because we are completely engrossed in our own social technological world, that this technology will never make us feel lonely or bored, but sometimes it exposes us to embarrassing situations that reach the point of ridicule, and can make us less attentive to those closest to us, and perhaps It makes it hard for us to be alone, and many of us are afraid to admit it, "We still have a romantic relationship with this technology," says Sherry Turkle of the Massachusetts Institute of Technology.

Companies are absolutely profitable in our time, since the first e-mail sent in 1969 by one of the professors (Leonard Claydrock) at the University of California to one of his students to try the first e-mail, to 1983, the year the Internet entered actual service and to this day In which people use billions of daily messages and browse many sites and search giant search sites, these sites have become searching for factors of speed and efficiency and the development of generations of fast frequencies until they have become a source of concern for humans from the large number of transmission platforms and communication towers to increase their speed and efficiency, until these sites become Giant companies are the most profitable throughout human history. The goals of these sites appear through what social media allows for its users to communicate with each other, and this is one of the most important advantages of using these sites, as it is possible through them wherever they communicate with family members and friends They were regardless of the geographical borders that separate users, or even the availability of traditional communication tools, such as mobile devices The floor and the mailbox, all it takes is a computer or mobile phone

connected to the Internet, in addition to having an account on any of those social platforms; Such as Facebook and Twitter, for example, and social media is of great importance in the lives of many students; It facilitates students' communication with their teachers, and increases the ease of transferring and exchanging information, so it is an effective educational tool, which prompted many researchers specialized in the field of learning technology to emphasize the importance of exploiting the Internet, and benefiting from social networking sites in the education process, and accordingly led to the continuous increase In using these sites for learning to pay attention to the importance of developing distance learning tools, and social media contribute greatly to obtaining the latest world news, and following current events, as it is no longer sitting in front of the TV waiting for the news bulletin or getting a paper newspaper to see what is It is happening around the world the only way to get the latest news and developments, where everything can be followed in this era using social media, but it also provides the ability to select the type of news that interests the user to be notified of it, in addition to that, social media is one of the fastest tools in the world. Publishing important news and information within seconds of its occurrence, but there are also other goals for these sites that I want their creators to reach through Interaction: which is one of the important steps that those in charge of these sites aspire to, in order to increase people's use of these sites and to continue to pass on everything that is published on these sites. The desired interaction is to keep as much as possible.

And taking the longest time on these sites.

Growth: What is meant by growth is to increase and attract the largest number of users by making the matter invite us to invite many friends to these sites and these friends invite others and so on, using methods to increase the number of followers. .  
Advertisements: The important goal of these sites now is to increase the amount of funded advertising, through which tremendous profitability is achieved. The greater the number of followers, the greater the advertising income, and the greater the amount of money earned by these technology institutions, and this is done in a way that supports algorithmic methods and these calculations function its function Knowing what must be shown to us to increase these numbers, so that the form of the advertisement and the method of the type of advertisement is what determines the entry of the largest amount of money to these sites. The great spread of social media, its ease of use and access, made us notice its great impact on the fabric of society and people's trends, even their tastes, clothes, purchases, electoral votes, and general mood. In all aspects of our lives without us realizing, the owners of these sites have an idea of how to manipulate us when needed and to increase advertising revenues, even across countries. The pioneers of these sites are manipulated by increasing videos and news that attract the largest number of viewers, in addition to tracking users of these sites Which assigns each user a number that can be tracked and know



what he is looking for and what he wants through the way he searches the sites, until it has become important and to increase control they send specific incentives to users in the form of pictures, notices or videos to urge behavior and influence it. The advantage of using these sites for young people is The chip that uses these sites the most and to influence them by motivating behavior, there is another party or an invisible third party who is controlling the two Because this party is the one who owns all the accounts of people and knows where they are going through the amount of videos and notifications it receives, in this way the third party can control people and this third party is an invisible party, but it controls how to stimulate behavior in the two, until this controller has formed a framework Users cannot leave it, and as it is known that whoever controls the goals controls the results, and through these frameworks, a generation of young people who were brought up within a framework or an electronic space, if true, was created until the meaning of communication and culture became in the hands of the third controller, until the controller developed an advanced technology Enough to distinguish it from the charm and involuntary attraction towards the controlling other

It is visible, that the process of magic and deception used by magicians is nothing but an effect on our nerves and psyche until it reaches to control our minds and attract them towards the magician who is considered here as the controller. Derayah in a part of our minds that can be influenced by, we did not know, and they may take advantage of this point to take advantage of it to deceive, so we see their magic tricks succeed, and this same thing has been exploited by the owners of social media platforms or controlling these platforms and began to employ it and understand the psychology of what benefits people and turn it into Technology, and to make this work, they made technology more persuasive. Persuasion technology is a type of deliberately applied design to the max, and where someone wants to modify the behavior of a person and make them subject to intentional behaviors such as moving the screen of the device from top to bottom, opening websites and clicking on the like, all These behaviors are not arbitrary, but rather carefully studied, and this is called psychology (interrupted positive reinforcement), which is that if we drag the screen from top to bottom, something else will come out that just can't help A person or the browser resists it, and so on, and here the controller does not want to be satisfied with our conscious use of the product, but rather wants to penetrate into the brain stem and implant inside it an unconscious habit so that the human being is programmed at a level so deep that we do not realize it, and that is why phones are now like a game that wants to play to win and waits for the end of the game Also, the devices, you look at them all the time thinking that they bring you something new, and this is not a coincidence, but this is a technique in the design of these sites, because there are specialist engineers whose job is to penetrate people's psychology to reach greater growth in these sites. There are very dangerous things that These sites, and by knowing the weaknesses in our minds, have been exploited by these

programmers to affect our daily behavior and our way of life by manipulating us and even controlling our thinking and our nature. On the feeling of discomfort, loneliness, doubt, and fear, even reaching a state of weakness and weakness in our ability to deal with others, especially the teenage generations, the architects of these sites have excelled in choosing the shape of the icon for each Signs and even internal notifications from admiration pressure, to friendship requests, to participation and other applications, all came through a psychological engineering study of influence and until the situation reaches the power and influence on them through these means, as well as playing on the ability of people to become addicted to these sites or affected by it, that the generations born after 1996 are the first generation to use social media in middle schools, and even after they return from school they use these means until it becomes as if it is in a state of autism with it

A generation became more anxious, fragile and depressed, so that their (romantic) interaction became dull and significantly reduced, and this is all a change in the generation and control over them and their awareness until this became one of the social consequences that families wonder about what happened to their children, that these means have become a tool for changing the social fabric and change The lifestyle of generations, which generated families traumatized and terrified of what is happening to their children and they do not know that their children are victims of the designers of these sites and that they are manipulated by these or this technology to the extent that the child compares himself to supernatural, or a non-existent reality and wants to simulate it, as well as placing themselves With unrealistic aesthetic standards imposed by this technology, this is an unequal battle, as the increasing technological development in the world is towards more openness, the public space has expanded, the private space has decreased, and the human being has overcome geographical borders by building virtual relationships via the Internet, but this differs in what Concerning international political relations, and as in the “real” world, there is a constant need to regulate relations between people, preserve their security, and protect their property from violations. The need for electronic security and The process of protecting these sites and organizing their work has become a priority at a time when people, society and countries depend on technological means to conduct all their affairs.

But we have to realize the importance of awareness and building this awareness that immunizes our minds from being drawn into a controlled manner, because by this we look to a better tomorrow, as the full assimilation of this technological control starts from the interest in building awareness, which is the understanding and proper awareness and this comes from spreading the correct knowledge, as well as the realization of the mind and therefore We find that we are in front of a mental process during which a person can properly understand and perceive in order to analyze and compare to make the right decision, in addition to that awareness is not limited only

to the problems we suffer from "rumors, or slipping by joining things we do not know their source", but rather with awareness that includes all aspects of Our life, we need to build awareness in all aspects of life, as well as build awareness of the child in terms of guidance and education, and also educate young people how to think and make a sound decision. It controls all social media. That the human mind and the physical level will not change drastically in comparison to the huge breakthroughs of this technology, and that the unequal battle between humans and this technology and giant computers that have goals other than the goals of our lives as human beings, according to the mental and physical consistency that we carry and which has not changed unlike this technology Which has become leaps that the human mind cannot comprehend or win. Yes, humans are the ones who created this technology, but it is out of the control of our minds and changing its goals by complex mathematical methods to find the most desirable material benefit and this is what its makers planned,

Improving its services, but in the end it obtains a wealth of data that is invested in future manufacturing policies, and this process is known as "digital intelligence" and it is used to identify the features of products that can be popular with consumers in the future, and Zubov adds that these expected products have a market I called it the "behavioural futures market" in which investment has expanded tremendously.

And we must know the fact that everything we use through the Internet and these sites are monitored, such as browsing photos and videos and the time period that we spend even standing on the image or the number of video views are all subject to control and measurement, and even the way to interact with them, so that these sites now know what is inside us if it hits us Cases of depression or loneliness, for example, when you browse through old photos or remember your old friends or even relatives and family by browsing these photos, this technology knows your inner feeling and where your feeling is heading, also they have a perception of what each of us does at night, whether it is explained or An introvert and if he is exposed to a nervous disorder, even our personality model or pattern, all of this, they have a complete perception of each one of us, that all the information and data that this technology feeds are stored in these systems that have almost no human supervision, and they provide expectations about what we will do and about Our nature. There is a wrong impression among most of us that our data and personal information can be sold. Here we must stop and think that these giant companies, which benefit from this data to generate money, do not have the interest to sell their users' data. If they do that, they lose an important aspect of data used to impose a controlling will. We check the feature of building models that anticipate our actions, all the data of our use of these sites is used to build models to know our reactions and how to feed them with videos, data and films to influence us and then inject a number of paid advertisements. While the behavior of companies such as Google and Facebook

appears to be known at least to experts, the broader picture that Zuboff presents behind that behavior is still largely unknown, indicating that most of us thought we were dealing with just obscure algorithms, in While we are in fact witnessing the last stages of the long development of the capitalist system, which moved from the manufacture of products to large-scale production and administrative capitalism and then to financial capitalism, this technology and these social sites have had dangerous effects on all societies, until they became tools for tearing and scattering the social fabric until On the scale of the same family, to negatively affect the social factor or the social sense of our children, so that their relationships are all dependent on these devices, and these sites have become a tool for persuasion, so many of them consider them the reference

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The social network for them, because these sites are invisible digital dictatorship controlling tools and controlling behaviour. There are also fears and other negative effects for these sites, which are:

\*- It has great damage to the policies of states and the way the people deal with the government, because it has become the criterion for knowing the truth, until it has become a tool for destabilizing and destabilizing societies, and is responsible for spreading complete chaos and dividing society.

\*- We don't talk to each other a lot, even within the same family, until everyone has become strange and integrated with their own virtual world..

\*- We have become politicized and misled by false news that we transmit more than the truth. Rather, we make this false news a measure of the truth and we defend it.

\*- Distraction of attention, a change in our behavior patterns, a change in our social and cultural patterns, until our friendships became few and all of them are virtual friendships.

\*- The responsibility of these sites for social chaos, lack of confidence, anger, indifference, loneliness and psychological alienation.

\*- The applications of these sites have become depressing for some teenagers because they did not get, for example, a number of likes or interactions.

Note: The idea is based on a documentary. about this.

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**The culture of quality of kindergarten female teachers and its relationship to some variables (specialization - certificate - experience)**

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## **Abstract**

The research aimed at defining the level of application of quality culture for kindergarten female teachers and its relationship to some variables (specialization, certificate, experience,).

In order to achieve the goal of the current research, the two researcher built a quality culture scale for kindergarten female teachers, dependent on previous books and studies, as the final image of the scale consisted of 24 paragraphs, distributed into three fields (leadership, performance evaluation, educational climate, cognitive awareness of the postulates of quality) .

The researcher extracted the indicators of the validity of the scale by extracting the apparent validity by presenting it to a group of experts, who are specialized in child psychology and educational psychological sciences. The validity of the construction was also verified through some of its indicators, and the reliability was estimated by the Fakronbach equation, and the reliability coefficient was (88.0).1

After the psychometric properties of the scale were verified, the scale was applied to the main research sample of (135) female teachers, chosen according to the simple random method, and after data were collected and statistically addressed by applying appropriate statistical methods such as (T-test for one sample, T-test for two independent samples).

The following results were reached: the kindergarten female teachers, invariably apply the culture of quality.

In light of the results, the two researchers made some recommendations, including – the enhancement of kindergarten institutions through conducting scientific courses, seminars and conferences to promote the importance of quality culture and develop the institution and raise it to the required level within the determined standards, and finally the role of media in dissemination of the culture of quality as the researchers suggested.

**Key Words:** (Quality Culture, Kindergarten Teachers)

## **Introduction**

. The culture of quality is considered one of the most important modern waves that has captured a great deal of interest from researchers and scholars, as the presence of a culture of quality in educational, institutions is one of the lofty goals that an individual seeks to achieve, and the culture of quality in kindergartens is the heart of the body for the stages of education The culture of quality in kindergartens is considered the heart of the body for the stages of education, because it is the beginning and the second social environment in raising the child and building his personality after the family environment, in which the child integrates with his family and interacts with them under the supervision of a teacher specialized in the field of childhood in an environment prepared in a sound scientific manner for education Child The importance of these

institutions in the upbringing of the child is a normal social upbringing and work in these institutions in a scientific manner so that their products are of a high degree of quality.

Many articles have appeared in recent years, all arguing for the importance of reforming and developing pre-service teachers preparation programs, as well as the ancillary activities concerned with the long-term development of their profession, in order to ensure quality in their performance, raise the level of their practice, and assist them in carrying out the consequences and responsibilities imposed by the new educational model.. Many of those societies, especially the educationally advanced ones, have considered these calls as a main route to the application of the standards of quality assurance in their educational system, and to the engagement, based on an integrated vision, in reforming these systems as an inevitable response to the logic of the age and face its new educational requirements and challenges, which differ from all the similar requirements and challenges witnessed by them through their long histories. (Sharif, 2014: 63). In view of what these transformations impose on the educational systems, of necessity of bringing about profoundly radical qualitative changes, their philosophy, objectives and related concepts, ideas and educational practices aim to enhance the foundations of a new educational culture that comply with the new requirements of the civilized type (Al-Bilawi and others, 2006: 119).

### **The problem of Research**

A lot of writings have appeared in the recent years, all calling for the necessity of reforming and developing pre-service teacher preparation programs and the accompanied activities concerned with the sustainable development of his profession, to ensure quality in his performance, raise the level of his practice and help him carry out the consequences and responsibilities of the requirements and demands of his new role, which are imposed by the new educational model that represents one of the secretions of the contemporary scientific and technological developments. Many of those societies, especially the educationally advanced ones, have considered these calls as a main route to the application of the standards of quality assurance in their educational system, and to the engagement, based on an integrated vision, in reforming these systems as an inevitable response to the logic of the age and face its new educational requirements and challenges, which differ from all the similar requirements and challenges witnessed by them through their long histories. (Sharif, 2014: 63). In view of what these transformations impose on the educational systems, of necessity of bringing about profoundly radical qualitative changes, their philosophy, objectives and related concepts, ideas and educational practices aim to enhance the foundations of a new educational culture that comply with the new requirements of the civilized type, and all of this will eventually oblige the teacher to develop the learner and equip him with the capabilities and skills that assist him to coexist safely with challenges imposed by this civilized type, and to actively participate with fellow citizens to enable his society to contribute positively to building the edifice of this civilized type (Al-Bilawi and others, 2006: 119).As these changes have



extended vertically to include the individual since he joins the kindergarten until graduating from university and beyond, therefore, kindergarten institutions are to be modernized through their women teachers in a way that copes with the needs of children and the educational developments and the huge and successive knowledge explosion. This requires the woman teacher to involve children in the process of planning, learning activities and encouraging them to take initiative, and presenting new ideas that can open various fields and interests that contribute to the development of their skills and tendencies (Sharif, 2014: 170). The kindergarten female teacher is the primary element at this stage, she has to play different roles in achieving the educational goals of this stage for the kindergarten, though equipped with the most modern means of education and the finest capabilities cannot achieve its goals without a specialized and scientifically qualified teacher in all professional, academic and cultural fields and with in-service preparation programs, formulated in a way that ensures the demands of the educational process to attain quality of performance (Abu Hamda (2010: 133) and this is largely based on the overall preparation of a quality culture among all workers in the institution as being the appropriate grounding for the application of the concept of total quality, Dale & Cooper indicated and accepted that promotion of the culture of quality and applying it in the institution is considered one of the most challenges facing TQM, which cannot be applied in a hostile environment that objects to development and change, for creating supportive cultural environment is regarded one of the basics of the success of the quality culture (Attia, 2009: 93). Studies and researches, conducted in the fields of learning and teaching, proved that the physical and human environmental elements have an impact on the learning process, as constituting an entry of the educational system entries that affects learning outcomes through its interaction with the inputs or other elements. The most important challenges facing kindergarten institutions are the preparation of an environment suitable for every kindergarten child that assists in development of diverse concepts and learning methods that comply with changes and consider the culture of quality and the individual differences among children (Sharif, 2014: 136). It has become evident, despite serious pursuit of many educational institutions towards quality and obtaining accreditation, some of them did not reach the required level, according to what previous studies mentioned, including (Al-Azab, 2009) study, which refers that the quality culture is weak in these and the study of (Mahmoud, 2009), which showed that the weakness of the quality culture is one of the points of weakness and a grave component that threatens the resulting implementation of the quality system, (Al-Shetaihi, 2015: 59). After the justifications for studying the quality culture have been presented, the researcher is asking; what is the level of the application of quality culture, the Kindergarten women teachers have and are there statistically significant differences for quality culture as per the two variables (specialization, certificate, experience).

### **Importance of Research.**

Being an interdisciplinary school of thought, quality is specialized with organizations, organizational behavior, leadership, quantitative management, psychology, sociology, education, and other interdisciplinary sciences. Hence, quality has become a method of thinking, philosophy and an approach that can be applied in the management of an

organization or institution, for it brings about a kind of integration among organizational concepts and its methods, derived from various disciplines and sources. In order to present a general intellectual framework and a coherent philosophical vision that can be useful in directing the work of organizations and their management to provide a qualified product (Rady and Al-Arabi, 2016: 44). Educational organizations have their own culture, which consists of values, principles, traditions, and expectations that describe human interaction with the system, which seems to be clearly reflected in the procedural level as represented in the culture of the educational institution. As this culture is subject to two basic factors, namely the general culture of society and educational philosophy, out of which higher authorities derive the educational goals which branch into the culture of quality. Paul Heckman (1993) decided that culture underlies beliefs held by managers and teachers and cultural change is the secret of the application of total quality because individuals in institutions descend from different cultures (Al-Qaisi, 2011: 172). Quality is achieved in a transformative sense thanks to the practice of leadership that establishes a vision to be translated into a customer service and constructs structures and organizational culture that allow employees to provide quality service. Also, this sense relies on the improvement that expresses the doing of things correctly and not just doing the right things, and this sense of quality also works to reconcile between customers' aspirations of and empowering of employees. As the pursuit of quality is a difficult process that is dependent not only on the good state of systems and procedures and their understanding, but also on a culture of change that focuses on customers, every individual bears responsibility for the quality of work in their organization, and they can fully contribute to achieving this responsibility (Al-Habib, 2019: 19). In kindergarten institutions, the importance of the quality culture stems from the fact that quality and its standards necessitate that everyone should participate to become an active part within the kindergarten. Consequently, the culture of quality is considered a driving force for this institution to achieve its goals and mission entrusted to it by the society and the various parties related to raising the child. This requires raising the efficiency of teacher quality through (satisfying his competence needs, training him how to use internet in education, developing teachers' performance levels through conducting a set of necessary programs (Sharif, 2014: 173) for being one of the most important elements in the educational process, which advances by to his goodness and setbacks by his weakness. The culture of quality in kindergartens requires the teacher to run a classroom dominated by normal human relations and a psychological and social climate, where affection, compassion and harmony prevail, for the teacher is not in a fight with the children that makes him fear their solidarity and familiarity. It is assumed that cooperation should prevail among children where they help each other and learn according to their potentialities and capabilities. This does not mean that the teacher eliminates competition among them for the sake of success and achievement, but competition is a double-edged sword, that

exaggeration in it may create an atmosphere of jealousy, division and lying in wait for mistakes. The educational climate has great importance in implementing the culture of quality in kindergartens where the fruitful interaction spreads between the teacher and children on the one hand and between the children themselves on the other hand (Sharif, 2005: 260). Encouragement and motivation also play a role in the spreading of the culture of quality for they profoundly support the competent performance and notifying employees that they have a role in the success of the work of the institution, which leads to the development of total quality adopted by the institution. Since the concept of quality management means the continuity of the improvement process, the encouragement and motivation will increase workers' effectiveness and enthusiasm for continuing development and improvement. Therefore, one of the requirements of the application of the program is that the institution has to submit a flexible effective system of motivation and encouragement that contributes to making workers feel they belong to the institution in which they work and consolidating their self-confidence (Attia, 2009: 94)

Here, the importance of kindergarten appears due to its being an educational and social institution seeking to prepare the child for a future life compatible to the quality age and its demands, and to protect him against the feeling of the sudden shift from home to kindergarten. Studies indicate that (50%) of the aspects of child mental growth is formed in the first four years of his life and that (30%) between the fourth and eighth year. Kindergarten has become a source for learning important social skills for the child, where he learns self-expression, self-affirmation and self- assurance away from home, and shows obedience to the institution system (Al-Murraya, 2010: 1).

### **The importance of the current research is demonstrated in**

- 1- The importance of the changes to be brought about, for the culture prevalent in the institution should be comprehensively evaluated and the essence of the required changes identified and enlisted.
- 2- The importance of building a detailed plan to implement the required changes in a way that includes the data of change-effected individuals, both participants and opponents, and the problems that the process of change may confront to achieve the drawn out goals for its success.
- 3- The importance of convincing the organization's employees that the change to be created is important and identifying supporters of making the process of change successful. .

### **Objective of Research: -**

The current research aims at

- Knowing the level of application of the quality culture for kindergarten teachers
- Identifying the statistically significant differences in the culture of quality according to the research variables (specialization - certificate - experience).

### **Limits of Research:-**

The current research is confined to governmental kindergarten women teachers in the city of Baghdad (Rusafa Al Thaniah) for the academic year (2019-2020)

## **Definition of Terms: -**

**First:** - Quality culture is defined by the followings

1- Aleman (2008):

((as a set of shared values, traditions, customs, and trends among employees within an organization that reflect how they behave while performing their jobs and daily skills, and that strive for continuous improvement))(Aleman, 2008: 34)

2- Attia (2009):

((as all the values, norms, procedures, and expectations that contribute to improving the organization's quality and continuously improving the services and products it offers)).

(Attia, 2009: 93)

**Second:** - Kindergarten female teacher is defined by:

1- Mortada (2001)

As an educator (nanny) who educates the child in the kindergarten stage, seeking to achieve the desired educational goals for that age stage, as well as she enjoys further personal, educational and social characteristics that make her distinct from other female teachers of the other stages. (Mortada, 2001: 23)

**Third:** Kindergarten

As defined by the Ministry of Education (1990), it is an educational institution that includes 4-6 years old, whose purpose is to develop all different aspects of the child's personality in a comprehensive and integrated manner. (Ministry of Education, 1990: 19)

**Procedural definition of the Quality Culture Scale: -**

It is the total score obtained by a female teacher by answering the paragraphs of the Quality Culture Scale.

## **Theory and Previous Studies**

The first Axis: a theoretical framework

There are many benefits of applying quality in kindergartens as per the level of quality of each of them and the attained progress in the field of educational service quality about the justifications of the application of total quality in kindergartens due to the constant urgent need over times to improve education in it, where a lot evaluation types and improvement tools have been developed in association with its improvement. Today, and at a large scale

Studies include terms such as quality and accreditation management, and accountability, to refer to the necessities of educational reform to keep pace with the continuous renewal of knowledge. Kindergarten institutions were not far from the current of reform and the transition towards quality and accreditation, but rather became a major trend and demand in early childhood education, for being important tool that provides evidence on the extent of achievement of quality standards in kindergarten institutions. Being an administrative philosophy concentrating on the beneficiaries' needs, it is defined as consistency of educational outputs with usage, while Crosby, a pioneer advocate of quality, indicated that quality in education is the avoidance defects in educational

processes. (Abdul Karim Al-Hussein, 2016: 49) defined a female teacher, with all of her personal, scientific and cultural components as the main influencing factor in child environmental education inside the kindergarten environment. Not only this influence is associated with her technical skills, but also with her attitudes, values, feelings and habits that are reflected in her thoughts and manners, which are quickly transmitted to the child as being the model and example for him that he imitate, and be identified with her personality in their manners and behaviors. Giving her personality due interest is no less than interest given to her role, work and technical skills, because she prepares the learning environment inside and outside the activity halls in line with the objectives of modern education as per the requirements of quality, she also implements plans and programs crystalized by specialist in child education(Jad,117:2004) through a set of values, traditions and successful expectations from the environment of participation that lead to continuous improvement and upgrading the level of quality, and bringing about a cultural change. This requires commitment on the parts of the society members with an appropriate image that shows that there is potential resistance, resultant from the values that direct and guide behavior, and among the most important components of the application of total quality are: -

- 1- Observing the phenomena of total quality to understand the current conditions and experiences of quality and the desire for renewal.
- 2- Determining the current values which clarify the prevalent values of the quality policies as for the organization
- 3- Defining the principles embodied in the quality policies and the organization's perspectives towards the culture of quality
- 4- Implementing the new policies of quality and working on changing the behavior of workers towards those policies (Rifai, 2003: 16)

As Bunstenkle (1992) observes that quality can be achieved in the educational institutions through effective teaching tools (teacher, learner, organizational environment) for the teacher and environment represent the supportive authority, whereas children represent the beneficiaries. Therefore, whenever the teacher is present, education is available to make of children beneficiaries in the long term through their adaption to the environment and communicating with it, how to evaluate quality in their work and the work of other bodies, and how to invest educational opportunities, in addition to that there are other beneficiaries; parents in particular and society in general who contribute to developing the capabilities of their children to be productive in a way that serves society. The burden of quality achievement is laid on the shoulders of male and female teachers and child one side, and on the educational institution on the other side (Jafar, 2012: 56)

There are standards associated with the system's inputs in the educational field that may assist in determining the total quality standards in the children's education system in kindergarten institutions:

- 1- Child-related criteria as regard to selection, ratio of the number of children to teachers, and the average cost of children and services.
- 2- Standards related to female teachers as regard to size of the teaching staff, professional competence, and extent of women teachers 'contribution
- 3- Criteria related to the curriculum as to the originality of the curriculum, its level, content, method, style, and its relevance to reality.

4- Standards related to school administration as to leadership commitment to quality and good human relations.

5- Standards related to educational administration regarding the commitment of educational leaders to quality as considered a route to improve productivity.

6- Criteria related to material capabilities as to flexibility, the kindergarten building, its ability to achieve goals, and the extent to which children benefit from the library, equipment and tools.

7- Criteria related to the relations between the kindergarten and society as regard to the extent to which the kindergarten fulfills the needs of the surrounding community and participates in solving its problems (Sharif, 2014: 201)

Kindergarten female teacher performance criteria in light of total quality: -

**The first criterion / Understanding young children**

Kindergarten teachers invest information on the child's development, and form relationships with him and his family in understanding each child individually, and in planning to deal with each child as per his/her needs and abilities and this is done in light of the cultural, historical and values framework of society, and by following up the child's growth and understanding the child and society distinctively , the matter which helps in planning and implementing programs in innovative ways.

**The second criterion / Equality of Treatment**

This refers to the attainment of equity in treatment of children, and taking their individual differences into account, and this can be done through the creation of safe study environment for the child with considering differences in their needs, urging them to establish good relationships with others, with adherence to the principle of justice and equality between children.

**The third criterion / evaluation**

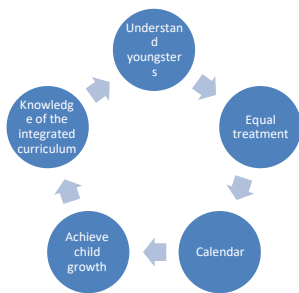
This refers to the teacher 's ability to recognize the points of strengths and weaknesses through some methods such as(multiple assessment tools, how to use assessment tools efficiently, the diversity of evaluation methods used, good guiding, analysis of behavior).

**Fourth criterion / Child's growth and learning**

The teacher seeks to encourage the child's cognitive, social, emotional, and movement , and linguistic growth, by organizing the environment in the best way that achieves the child growth and learning through identifying the characteristics of the child's growth, developing evaluation methods, and organizing a physical environment).

**Fifth criterion / Acquaintance with integrative approach**

This standard is based on knowing how young children learn the study materials and evaluate this learning, and on the role of the kindergarten woman teacher in designing and preparing suitable educational experiences that integrate the study materials.(Sheriff, 2014: 204-206)



## Standards of performance of kindergarten female teacher

### Quality Culture

Every institution has its own culture, which consists of a set of values, traditions, and attitudes common for its personnel, which reflects their behavior while performing their everyday jobs and tasks. The culture of quality also has a major role in the success of total quality management programs in the organization.

In order to build a culture of quality in the organization, the following strategy should be applied: -

- 1- Knowing the necessary changes to be brought about, through comprehensive assessment of the institution prevalent culture and knowing the essence of the required changes to be determined and enlisted in bills.
- 2- working out a detailed plan to implement the required changes, including the details of the change-influenced individuals, both participants and opponents, as well as the problems, which the change may confront while achieving the goals drawn out for its success.
- 3- Convincing the institution staff of the importance of the change to be undertaken, identifying the individuals who are able to support the process of change and ensure its success or those who may impede changing towards quality, and acquaint them about the change plan, and recognize their opinions, suggestions and perceptions about the change process which is to be seriously tackled.
- 4- encouraging and motivating, all those who will be materially and morally influenced by the process of change in the institution (Al-Qaisi, 2012: 175)

Among the quality benefits of kindergarten female teachers:

- 1- Continuity of the professional development for female teachers and its positive impact on the contentment of performance.
- 2- promoting an element of comfort in the working through a well-designed program whose components of the curriculum are clear, so are the roles and responsibilities of workers involved (children - teachers - assistants - administrators).
- 3- Quality promotes a positive, collaborative work atmosphere, where all female teachers entertain a feeling of satisfaction and assurance that develops the positive mutual support among fellow-females.
- 4- The progress which children make in a high-quality program grants female teachers self-confidence and continuous enthusiasm to implement the highest standards of the quality of education for young children (Abdul Karim Al-Hussein, 2016: 58)

**Multiple benefits reaped by the institution out of the application of quality, the most important among them are:**

- 1- Creating an environment that supports and maintains the constant development
- 2- Following up and developing tools of assessment of the performance events.
- 3- founding a culture that strongly concentrates on customers.
- 4- Improving outputs.
- 5- enhancing efficiency by increasing cooperation between administrations and encouraging teamwork.
- 6- Learning to make decisions based on facts, not feelings.
- 7- Involving all workers in the development process.

The obstacles of quality implementation are:

- 1- The novelty of the issue of total quality management, particularly in developing countries.
- 2- The lack of qualified human resources in this field.
- 3- lack of sufficient funds for the implementation of quality
- 4- some workers believes mistakenly that training is not necessary, though the acquisition of necessary life skills is important enough to satisfy life requirements and cope with the rapid changes of this era.

Children are in a dire need for skills in their life because these skills assist them confront resultant situations and problems, to think about what is going on around, to be self-dependent in decision-making, and to interact with fellow citizens (Ibrahim, 2014: 27-28). Construct of quality culture essentially resembles the laying of firm foundations of pillars and supports in the structural construction of the humanitarian organization. First, it is necessary to lay the foundations and prepare supports through the development of the organization's understanding of the so-called laws or rules of organizational change. One of these rules is the understanding of the history of the organization's culture because the organized culture does not exist by itself, but an outcome of the policies, obstacles, circumstances and times the organization passed through. And what seems inappropriate now, it must have been set for a reasonable reason in the past. Therefore, administrators should be well-acquainted with the history of the organization's culture and the current one, before culture change. There is also another important rule; former systems should not be demolished. On the contrary, they are to be improved and built on because this will help the organization advance and bring about the required change and participate in these processes. In return, administrators should be sufficiently prepared to listen to their employees and their observations and try to involve them in the change process.

**The most important aspects of the quality culture**

- The process of cultural change is initiated equally with the working out of the final goal of the organization through the understanding of the aspects of quality culture as mainly characterized by the following;

- 1- Concentrating on the importance of human resources for the organization.
- 2- The availability of annual traditions for celebrating anniversaries.
- 3- Rewarding successful employees.
- 4- Availability of established internal network for communication between employees and supporting the culture of the organization at the same time.
- 5- Availability of High standards of performance.



6- Creating a decisive and strong personality for the organization (Hammoud, 2010: 81-82).

A lot of studies, concerned with the application of total quality, demonstrated that the organizational quality culture is considered one of the important and decisive elements in the success of quality application. It plays a pioneer role in initiation and direction of events of the organization. It also influences the organization's behavior and capabilities to make change. Organizational culture gives institutions a sense of responsibility towards the accomplishment of success and distinction pursuant to the importance of the role of organizational culture in the success of quality because it affects the behavior of workers in the organization. It is a wide term, which involves and embodies many aspects of the organization, including leadership style represented in determining authority, responsibility, behavior, motivation, change, structures and systems, method of communication, teamwork, performance evaluation, monitoring, examination, change and improvement processes, and consumer guidance towards the organization's outputs. The success of the quality application is based on making the institution ready to be a work environment, particularly the organizational culture and making it compatible and consistent with the philosophy required by TQM, which it can be called the culture of total quality management, which includes beliefs and values related to the various dimensions and environment of organizing work, style of, and of exercising authority and responsibility, performance evaluation and others (Alwan, 2009: 106)

#### Dimensions of Quality Culture

##### **1- Leadership: -**

Due to its philosophy, style, thinking and behavior, the leadership is considered the essential element governing TQM capability to bring about change in the organization culture and way of working. It also represent a significant factor in achieving a wide success in the implementation of change. Without which, the process of improvement cannot be reinforced or perpetuated for long at all levels of the organization because workers, without having a proper leadership, intend to constitute unaware bureaucracies and adopting endless procedures to avoid holding responsibility. TQM leadership helps people make fact-based decisions, and allows others to actively integrate into leadership roles. Through a more flexible approach, leadership is responsible for inventing a culture in which people's mental abilities can be used to improve the process, and entrusting the process of decision-making for each case to more competent and learned people who are well-informed of the situation, and selection of the right person in the right position. It also promotes the improvement of processes through work teams (Rady and Elaraby, 2016: 107)

##### **2- Performance evaluation: -**

The quality of anything cannot be improved unless there is a scale of measurement of the quality as considered a set of features and requirements involved within what is so-called value (The concept of value is broader than quality). Value improvement assists quality to improve continuously, with balancing between the goal and function with costs. In order to be able to define goals, measure and control the required value, there must be a mathematical relationship between job performance, quality and total cost. It is a platitude that the highest value can be obtained if the competence of performance is

raised and the quality is improved and the cost is reduced. This can be translated as (value = job performance + quality / total cost)

Job performance: is the scope of the achievement of the main purpose or goal

**Quality:** the extent to which the beneficiaries' special needs, requirements and desires are met.

Total cost: It is the initial costs in addition to the annual and periodic costs (Abu Tahoun, 2010: 51)

### **3- Kindergarten educational climate:**

Any educational institution has a certain work atmosphere, which distinguishes the prevalent relations between its personnel, and this is true to all institutions, including kindergartens. Work climate is meant to be the interaction between all personnel in these institutions. Al-Shafi'i and Nas (2000) indicated that the application of quality and the spread of its culture rely on the nature of communication and interaction between the elements of the educational process, as the organizational climate of the institution impacts the culture of quality. The National Criteria Document confirmed that there are a lot of educational experiences, which integrate between learning activities inside and outside kindergarten and employ technology in the educational process.

### **4- Cognitive awareness of the axioms of quality:**

Knowing quality, its concepts and principles is considered one of the very important things for promoting the culture of quality. It is wrong to apply quality without having a clear conscious picture of the quality system (wood, 2010) and the method of its application and conformity with the environment, referring to the necessity of concentration on the set of values while being applied, explaining that behavior is a direct outcome of the individual's values and assumptions, based on the fact that each individual behaves in a manner consistent with a value. He also presented a number of values, which he called the values of quality and its beliefs. Al-Haji indicated that the axioms of quality are basic assumptions about the application of the culture of quality, which neither need dialogue nor argument, except for being applied as they are. the most important among them, is the interaction between the elements of the educational process, participation in decision-making and problems solving and need for self-achievement. (Al-Shetaihi, 2015: 66).

### **Mechanisms for applying quality standards in educational institutions.**

The mechanisms of teacher quality standards can be achieved through the following:

- 1- Conducting in-service rehabilitation courses for all workers in secondary higher education institutions, including teachers, managers and mentors, to raise their academic, teaching and moral competence.
- 2- Conducting a periodical evaluation study for teacher preparation programs in the institutions responsible for preparing them to diagnose weaknesses and deficiencies to address them in order to prepare the competent teacher.
- 3- Reconsidering teacher education programs and curricula continuously to develop and renew them in line with scientific or technological progress and society needs.

4- Forming committees within the education administrations in every city, which holds the responsibility of following up teachers during the educational process, their attendance, and ethics by keeping special records.

5- Activating the teachers' union financially, morally and directing it as being the professional union responsible for supporting and helping teachers and solving their problems.

6- Holding periodical meetings in the educational institutions for teachers so that their problems can be identified and collaboratively settled.

7 - Encouraging creativity among the teachers' ranks by allocating individual awards and rewards to the distinguished and creative teacher.

8- Providing various potentialities that facilitate the work of the teacher and assist him/her to be acquainted with everything new to keep pace with scientific and technological progress (Al-Fatlawi, 2008: 283)

#### **Vision and mission of comprehensive quality standards in kindergartens: -**

It seems that the society of globalization, due to its material characteristics, exerts scientific and practical impact on individuals, therefore, kindergarten education assumes higher importance in the process of children education in terms of the standards for this stage.

1- Kindergarten seeks to help the child grow completely and comprehensively and, be properly prepared for the following age stages.

2- Kindergartens works to guide the child and equip him/her with behavioral habits that comply with the customs and traditions of society.

3- Providing opportunities to meet the child's tendencies and grow the exploration of his/her capabilities to be addressed in an educational social context.

4- This stage helps the growth of the general basics of etiquette, mental perception, feelings and relationships with others.

5- Meeting children's needs and promoting the appropriate climate so that these needs can be scientifically treated in a way that results in forming proper behavior consistent with the society values, customs and traditions (Al-Saeed and Abdul-Majeed, 2010: 90)

#### **Means of Achievement of Quality in kindergartens as indicated Deming by as follows: -**

1- Study of quality systems.

2- focusing on the principle of scientific unity in education for quality. In other words, it invests the specific content of each science develop a holistic view of quality.

3- Asserting the involvement of individuals and institutions in diagnosing quality obstacles and seeking to solve them.

4- Focusing on studying the effects of not applying quality currently in (agriculture, industry, trade, and various service sectors).

5- Projecting the complexity of problems of lack of quality and problems connection.

6- Education for quality is a life-long education starting from pre-school to the end of higher education and through media channels.

7- Adopting the local environment for the learner (home, school, neighborhood factory) as educational environments.

8- Paying attention to scientific activities so as to equip the learner with direct experiences that quench his/her thirsty for such type of experiences. (Attia 5 200: 65-76)

## **The second axis: - Previous studies of quality culture**

### **1- Qaliwan's Study (2016) in Libya**

(A culture of quality between reality and aspiration, a case study on the College of Education)

This study aimed to identify the extent of the proliferation of the culture of quality among the people inside Misurata through the method of case study on students of the College of Education in particular, where the concentration was laid on measuring the culture of quality among students based on the theoretical framework, investing references, previous studies, and mainly the scientific framework primarily in form of questionnaire, whereas the study community may be a class sample of final-year students at the Faculty of Education in the University of Misurata, as for the most important results of the research, they show the connection of the quality concept, with continuous improvement, and meeting customers' expectations (Qaliwan, 2016: 23)

### **2- A Study of Amiri (2009) in Iraq**

(The effect of quality culture on distinctive performance - a comparative analytical study between a sample of service and productive organizations operating in Baghdad)

This study aims at disseminating the culture of quality and the continuous development of its contents as a fundamental source of characteristic performance, and in light of that, the research aimed at determining the relationship between the research variables (quality culture, characteristic performance) and its sub-variables and what is the impact left by the quality culture on the distinctive performance, as well as demonstrating the type of the differences between service and

productivity organizations towards research variables. There are three hypotheses, the first involved the relationship between the culture of quality and outstanding performance, the second is the effect of the quality culture on outstanding performance, and the third goal is the recognition of the differences between service and productivity organizations towards research variables. The researcher used the descriptive and analytical approach. He also used a questionnaire form, distributed among ten service and productive organizations, where the research sample involved (30%) of its community. Several statistical methods were used for the purpose of statistical analysis to achieve the research objectives and come out with its results. The most important results obtained by the research are that there are significant differences between service and productive organizations in the variable (culture of quality) and variables (outstanding performance individually and collectively). The research also recommended that it is necessary for the organizations in research to continue to pay attention to (the method of excellence, the variable of technical performance at work, and the variable of respect and honesty in dealing with others) with more consideration for other factors and enhancing their effectiveness and efficiency in order to increase their impact on the survey. It should also pay attention to the variable of non-restriction in official relations in order to make more effective contacts (Al-Amiri, 2016: 2)

## **Methodology and Procedures**

This chapter studies the research methodology and the procedures used by the two researchers to attain the objectives of the research involved, starting from the research community, selection of the sample, the steps taken for preparing the research tools and verifying their validity and reliability, and the statistical methods used to analyze the data.

**First: Population of Research:**

It is defined as the group on which the researcher seeks to generalize the results in relation with the research problem (Odeh and Melkawi, 1992: 159). The population of research is also considered a necessary approach in educational researches on which research procedures and results are based. (Muhammad, 2001: 184). The population of this research consists of 466 female teachers, who belong to the governmental kindergartens in the city of Baghdad (Rusafa II) for the academic year (2019/2020) \*1. Table (1) illustrates this.

Table (1)

The numbers of directorates and Kindergarten woman teachers involved

No	Kindergarten No	Directorates No	Teacher No
1	50	Rusafa II	466

**Second: Research Sample:**

It is a sub-group of the research population, which best represents the population elements that allows the generalized results of the sample to cover the population as a whole and make inferences about its features (Abbas and others, 2007: 218). The sample of this research was selected as per a simple random method, which includes (135) female teachers from the Second Rusafa Education Directorate / Baghdad Education Directorate (after the researcher was officially authorized to conduct the task) according to the following steps

- 1- The researcher chose what equalizes (30%) of the kindergarten population. The sample included 15 governmental kindergartens chosen from the six directorates of Baghdad Educational Directorate.
- 2- The researcher determined the number of the female teachers according to the percentage of their numbers in Kindergartens.
- 3- The researcher chose (9) female teachers from each kindergarten as shown in Table (II)

**Table (II)**

Distribution of the research sample to Rusafa kindergartens / the Second Education Directorate

No	Kindergarten Names	Female Teaches No
1	Yarmouk	9

2	Al-Faris	9
3	Al-Muqdam	9
4	Al-Zinbaq	9
5	Al-Muruj	9
6	Al-Qhiwan	9
7	Al-Anwar	9
8	Al-Nusoor	9
9	Al-Shimus	9
10	Al-Basma	9
11	Childhood Ehlam	9
12	Al-Esal	9
13	Al-Qhwan	9
14	Al-yasamin	9
15	Al-Rayahin	9
Total	15	135

\*1. based on the Ministry of Education/ statistics department

### **Third: Quality Culture Measure:**

In order to accomplish the research objectives, a scale should be available for measuring the quality culture. Due to the lack of such a scale for this variable that goes with the research sample (and as per the best knowledge of the researcher, this required to establish a scale for the quality culture. This scale was established through a set of steps:

1- Accessing previous books and studies.

2- The data, obtained from the answers of the female teachers by the researchers, were unpacked. and building on that, the researchers worked out (24) measurement paragraphs for quality culture in its initial form:

### **Validity of the Quality Culture Scale:**

In order to ascertain the validity of the measurement paragraphs, the draft form was submitted forward to (7) specialized experts in the fields of education, psychology and child sciences. The two researchers adopted about (80%) of the arbitrators' agreement on the paragraphs, which were all approved without dropping or adjusting any of them. The experts also agreed upon the correction key, which is to be a Likert's scale for it fits to the scale (always, often, sometimes, rarely, never), with a correction key (1, 2, 3, 4, 5) respectively. Thus, the scale becomes ready for application to the sample.

### **Exploratory application of the scale:**

The scale was applied to a random sample (10 female teachers) chosen from governmental kindergartens\*2 so that the clarity of its instructions and paragraphs, and the extent of the understanding of the sample member are ascertained. It was shown that all instructions of the scale regarding its formula and design were clear and

understandable for the sample members and the average time allotted to the answer was (8) minutes.

**Statistical analysis of scale paragraphs:**

The scale of the quality culture was applied to a sample of (135) female teachers taken from the governmental kindergartens belonging to (Rusafa Al Thani) / Baghdad Education Directorate chosen as per the teacher’s answer to its paragraphs, which measure the level of the application of quality culture in the kindergarten institutions. The responses on the scale were corrected and the total score of each form was calculated. Afterwards, the responses to the paragraphs were statistically analyzed and this process considered the calculation of the discriminatory strength of the paragraphs, and the veracity of the paragraph (the relationship of the score of the paragraph to the total score).

**A- Distinguishing the paragraphs of the Quality Culture Scale**

The discriminatory strength was calculated for each of the scale paragraphs, as per the following procedure:

- Calculating the total score of each application form.
- Arranging the forms from the highest degree to the lowest degree.
- 2\* the application was conducted on 5 female teachers from Amina, Atfal Al-Iraq, Rusafa II directorate kindergarten
- Adopting the percentage (27%) for the forms of the highest grades and 27% for the forms of the lowest grades. And Anstasi affirmed that it is better that the percentage of each group is not less than (25%) and not more than (33%), and that the optimal percentage is (27%) because it represents the largest size and the least variation. (Al-Zobaie, 1978: 74)

The percentage of 27% was taken from the construct sample of (135) female teachers, and the (T-Test) was applied to two independent samples to determine the discriminatory coefficient for each paragraph. When comparing the calculated T value with the tabular values of (1.96) with a degree of freedom (133) at a level of significance (5%), it was found that all the paragraphs are of high discriminatory power, as the calculated T value was higher than the tabular as shown in table (3);

Table (3)  
The discriminatory factors the paragraphs of the quality culture scale

No	Highest Group		Lowest Group		Calculated T.Value	Significance
	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation		
1	4.14	0.69	3.11	1.04	6.76	Significant
2	3.94	0.89	2.91	0.80	7.04	Significant
3	3.75	0.87	2.55	0.93	7.68	Significant
4	3.91	0.85	2.51	1.92	9.13	Significant
5	2.75	0.90	2.57	1.05	6.78	Significant
6	3.88	0.98	2.41	1.06	8.34	Significant
7	4.08	0.80	2.32	0.81	12.67	Significant
8	4.04	0.72	2.26	1.01	6.76	Significant

9	3.85	0.79	2.35	0.98	7.04	Significant
10	4.07	0.77	2.36	1.17	11.77	Significant
11	3.82	0.79	2.27	0.97	9.74	Significant
12	3.69	0.83	2.35	1.03	10.00	Significant
13	4.01	0.88	2.41	1.05	10.41	Significant
14	3.85	0.86	2.07	0.98	8.31	Significant
15	4.17	0.80	2.19	0.93	9.85	Significant
16	4.02	0.79	2.30	0.90	11.19	Significant
17	3.79	0.83	2.45	0.99	13.24	Significant
18	3.80	0.81	2.27	1.06	11.82	Significant
19	3.86	0.75	2.29	1.06	8.46	Significant
20	4.13	0.71	2.72	1.35	9.41	Significant
21	4.11	0.76	2.60	1.06	9.59	Significant
22	4.23	0.79	2.67	1.11	7.59	Significant
23	4.02	0.77	2.48	0.96	9.52	Significant
24	4.00	0.88	2.47	0.96	79.62	Significant

\*Tubular T.Value (1.96) at the significance level of (0.05) and freedom degree (133)

B- The relationship of the paragraph score to the total score of the scale:

Anastasia shows that the veracity coefficients of the paragraphs are calculated by linking them to an external or internal criterion. When an external criterion is not available, it is better to apply an internal criterion as considered the total score of the scale. (Anastasia, 1976: 256)

In order to extract the correlation of each of the paragraphs with the total score of the scale, Pearson's correlation coefficient was calculated. The results showed that all correlation coefficients are statistically significant when compared to the tabular value of the correlation coefficient of (0.98), at a level of significance (0.05) and a degree of freedom (398), as illustrated in Table (4):

Table (4)

The relation of the paragraph score to the overall score of the scale

No	The relation of the paragraph score to the overall score of the scale	Significance	No	The relation of the paragraph score to the overall score of the scale	Significance
1	0.36	Significant	12	0.399	significant
2	0.43	Significant	13	0.64	significant
3	0.48	Significant	14	0.65	significant
4	0.57	Significant	15	0.58	significant
5	0.49	Significant	16	0.55	significant
6	0.54	Significant	17	0.58	significant
7	0.64	Significant	18	0.55	significant
8	0.60	Significant	19	0.48	significant
9	0.55	Significant	20	0.56	significant



10	0.58	Significant	21	0.544	significant
11	0.58	Significant	22	0.56	significant
12	0.15	Significant	23	0.56	significant
13	0.57	Significant	24		significant

\* The tabular value (1.96) for Pearson's correlation coefficient and the significance level (0.05)

B- The relationship of the paragraph score to the total score of the scale:

Pearson's correlation coefficient was applied to extract the correlation of the paragraph score with the total score of the field, and the results showed that all the correlation coefficients are statistically significant when compared to the tabular value of the correlation coefficient of (0.139) at the level of significance (0.05) and the degree of freedom (198) as indicated by Table (5):

Table (5)

The relation of the paragraph score to the overall score of the scale

Area	Paragraph No	Correlation coefficient
Leadership	1	0.48
	2	0.58
	3	0.61
	4	0.68
	5	0.60
	6	0.66
Cognitive Awareness	7	0.62
	8	0.70
	9	0.74
	10	0.68
	11	0.62
	12	0.65
Performance valuation	13	0.59
	14	0.60
	15	0.63
	16	0.68
	17	0.72
	18	0.69
Educational Climate	19	0.67
	20	0.75
	21	0.67
	22	0.72
	23	0.70
	24	0.65

\*Tabular Degree (0.139) freedom degree (189) significance level (0.05)

### Psychometric characteristics of the Quality Culture Scale:

**First: Validity:**

It is a scale of measurement used by a researcher to measure a certain phenomenon or characteristic as validly as possible

(Attiyah, 2009: 109). The two researcher have verified the validity of the scale as shown below.

### **1- Face validity:**

The researcher verified the face validity by submitting their scale of measurement to 7 specialized experts in education, psychology and child sciences to determine the extent of the fitness of the paragraphs in the process of measuring the quality culture and their suitability for the current research sample.

### **2- Construct Validity:**

This was verified through some of its indicators such as the calculation of the discriminatory strength of the paragraphs, and of the correlation coefficients of the paragraph score with the total degree. It was showed that the scale has internal consistency.

#### **Second: Reliability**

The term reliability refers to the consistency of a research study or measuring test, which remains reliable if the findings obtained are the same when the same individuals are re-tested under conditions identical to those under which the first test was carried out (Al-Husseini, 2013: 298). There are many methods of reliability for which the researchers used (Fakronbach equation) to estimate the scale reliability.

### **B - Fakronbach equation**

Fakronbach equation was used to calculate the reliability coefficient, because of its consistency in calculation of the correlations between the scores of all the scale paragraphs, under which every paragraph is considered a scale by itself indicating the coefficient of reliability and the performance consistency and homogeneity of paragraphs.

The two researcher randomly chose a sample of 10 forms to assess the scale reliability for the quality culture scale A from the sample of statistical analysis, and by using the Fakronbach equation for the internal consistency and homogeneity between the scale paragraphs, where the reliability coefficient was shown to be (0, 88), which is considered a good coefficient and can be based on.

### **Ultimate form of description of the Quality Culture Scale:**

After those procedures, the final form of the quality culture measure was to be applied to the main research sample, which consists of (24) paragraphs corresponding to five alternatives (always, often, sometimes, rarely, never)) with a correction key (5, 4, 3, 2, 1) respectively.

### **Statistical Methods:**

The researcher used the statistical bag for social sciences (SPSS) and the package (AMOS) in the research procedures and its findings:

- 1- T-test was applied to one sample to know the level of quality culture.
- 2- Fakronbach equation in estimation of the reliability of the quality culture scale.

Pearson Correlation coefficients in calculating the paragraphs validity.

3- T-test for two independent samples to calculate the paragraphs discrimination.

#### **Chapter Four / Presentation, interpretation and discussion of results**

This chapter deals with presentation, interpretation and discussion of the results obtained by the research.

The first objective: to identify the level of application of quality culture among kindergarten female teachers.

To identify the level of application of quality culture from the final application of the scale among kindergarten female teachers of (135) teachers, it was found that the arithmetic mean of the quality culture is (95,763) and with a standard deviation (11,327) or more than

the hypothetical average of the scale of (72), and to know the significance of the difference Between an assumed average and arithmetic means, the researchers used the T-test for a single sample. The results showed that the difference is statistically significant. The calculated T value (24,380) was higher than the tabular T value of (1.96) at the level of significance (0.05) and the degree of freedom (134), as shown in Table (6).

Table (6)  
T-test of one sample for the quality culture scale

variable	sample	arithmetic mean	Standard deviation	Assumed average	T. Value		Significance
					Calculated	Tabular	
Quality culture	135	95.763	11.327	72	24.380	1.96	significant

This outcome shows that all of them are significant, that means the kindergarten female teachers have quality culture, but at varying levels as per the averages of fields, in the field of leadership, the arithmetic mean reached (23,437) and reached (23.111) in the cognitive awareness field, and (24.5111) in the performance evaluation, and in the educational climate field, it reached (24,703). This is considered an indication to the ability of the educational system in kindergartens to achieve the generally acceptable goals, which makes the knowledge goal its central issue, with concentration on better performance, adherence to international competition standards and the priority of education and which also spares no efforts to reform and exceed problems, which are to be carefully observed and settled, building on improvement strategies and raising quality within a cooperative framework, well familiar with the philosophy and mission of quality. This result was consistent with the Qaliwan study (2009), which links the concept of quality to continuous improvement and continuous application of quality and the spread of its culture. (Children).

**The second objective: To identify the statistically significant differences in the quality culture according to each of the two variables**

A- Specialization

B- Certificate

C- Experience

### A- Specialization

To identify the statistically significant differences of the quality culture as per the variable (specialization), the T-test was used for two independent samples to compare the arithmetic means. The results showed that there are no statistically significant differences at a significance level, for it appeared that the calculated T value of (1,720) is less than the tabular value of (1.96) at the level of significance (0.05) and the degree of freedom (133), as shown in Table (7).

Table (7)

T-test for two independent samples according to the variable of specialization

variable	Kindergarten specialization	Sample	Freedom degree	Arithmetic mean	Standard deviation	T. Value	
Quality culture	specialized	84	133	97.059	1.720	calculated	tabular
	Non-specialized	51		93.627		1.720	1.96

### B. Certificate

To recognize the statistically significant differences of the quality culture as per certificate variable, the T.test was used for two independent samples to compare between arithmetic means. The results showed that there were no statistically significant differences at significance level, where the T.value of (1.473) was shown to be less than tabular value of (2.60) at the level of significance (0.05), degree of freedom (131) as demonstrated in Table (8)

Table (8) T. test for two independent samples as the certificate

variable	Variation source	Total sum of squares	Degree of freedom	Squares average	T. value		Significance
certificate	Between groups	56.882	3	18.961	Calculated	tabular	insignificant
	In-groups	16625.533	131	126.912	1.473	2.60	
	Total	17186.415	134				

c. To identify the differences of significance as per experience, the T. test was used for two independent samples to compare between arithmetic means. The results showed that there were no statistically significant differences at the level of significance because the

calculated T. value of (1.473) was less than the tabular value of (0.938) at the level of significance of (0.05) and degree of freedom (134) as shown in Table (9)

Table (9)

T. test for two independent samples as per experience

variable	Variation source	Total sum of squares	Degree of freedom	Squares average	T. value		Significance
					Calculated	tabular	
experience	Between groups	240.722	2	120.361	0.938	3.00	insignificant
	In-groups	16945.693	132	128.376			
	Total	17186.415	134				

Table (9) indicates that there are no statistically significant differences as per variables of (specialization-certificate-experience) and this signifies that the end of the sample members was to attain the highest degree of competence and discrimination in performance obedient to the same conditions, that's what made the female members concentrated on professional future and development of kindergarten institutions in a way that cope with quality standards and participation in decision-making. This is positively reflected on the educational process, its outputs, clarity of career satisfaction for female teachers of kindergartens.

**Conclusions**

The children of the research sample apply the quality cultures at different levels. The female teacher continuously acquaints herself with the quality standards regardless her specialization, experience and certificate, her sole goal is to raise the standard of action in the kindergarten institutions and accomplish her mission.

**Recommendations**

Conducting courses, seminars, scientific conferences to consolidate kindergartens and promote the culture of quality and develop the institution and raise its level to cope with the determined standards. The Ministry of Education and curricula- makers should focus on providing a suitable environment and study its suitability for both learners and teachers as being the ground for the application of quality projects and success of every institution.

**Suggestions**

To conduct a study on kindergartens quality standards and their relationship with the educational climate. The role of media in the promotion of the quality culture in the kindergarten institutions.

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**Financial decentralization in Iraq after 2003  
the application and development mechanisms**

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## **Abstract**

Fiscal decentralization in many developing countries and Iraq, in particular, lacks the requirements for effective implementation in terms of the distribution of spending and revenue responsibilities and authorities that are compatible with federal and local levels, although Iraq's 2005 constitution divided the powers between federal and local governments, due to the fact Spending policies may not reflect the shape of the system has accounted Local governments have contributed for 14% of the overall federal investment budget, while local revenues accounted for only 5% of the total revenue available for the period (2006-2019), Therefore, one of the objectives of the research is to determine the structure of the post-2003 financial decentralization system in Iraq, and ways to make decentralization work the success by achieving efficiency and effectiveness in providing local governments with the opportunity to improve responsiveness accountability and performance in the development and delivery of services, This entails the process of establishing the foundations for financial decentralization in Iraq, which allows the authorities to provide sufficient revenue to ensure the financing of local government responsibilities.

**Keywords:** Decentralization, fiscal decentralization, local financial sustainability, tunnel responsibilities, revenue responsibilities.

## **Introduction**

Decentralization is among the most important means in the search for a more efficient and less costly public sector, due to the presence of a wide range of institutional arrangements, in addition to that, one of the most basic principles of economic theory is to achieve the goal of allocative efficiency of the available resources, and this was one of the main motives towards the transition to The application of fiscal decentralization, which reflects the amount of financial autonomy and responsibility granted to local governments in both developing and developed countries, and this is mainly about the allocation of resources and spending at different levels of government in general[1], and economic history indicates to us in Iraq Two approaches to managing the economic system are the central approach before the flag of 2003 Which is based on concentrating the powers and responsibilities of revenue and spending collection in the hands of the federal government, but this path is the result of a package of variables and changes political Which led to the adoption of economic management a new

approach to decentralization after 2003 Which is governed by circumstances, foundations, tools and mechanisms that differ from the central approach in its management, and the expansion and diversity of this framework to branch out from the types of financial, administrative and economic decentralization

### **Search problem:-**

The total dependence of local governments on federal budget allocations, which depend largely on oil revenues, which represent 85% to 95% of total federal revenues. To finance current and investment domestic expenditures and the related problems and challenges that hinder the transition to a decentralized financial system and the achievement of its objectives, in particular the provision of services and infrastructure projects. In addition, local governments suffer from a lack of diversification of alternative sources of revenue, a decline in their contribution to financing domestic spending, and a strengthening of the local budget, thus breaking the gap between federal and local revenues, widening the fiscal gap and hampering the possibility of:-

- A. First. Financial sustainability of local governments.
- B. Establishing the foundations and roles of financial decentralization in the Iraqi economy.

### **Research objectives:**

1. Introducing the financial and economic situation, work and problems of local governments.
2. Identify the nature of the most important financial income and its impact on financial decentralization.
3. Reference is made to the types of domestic financial revenue available.

The research is based on the premise that "the distribution of powers and responsibilities of public spending and revenue collection at the federal and local levels brings many advantages, the most important of which are economic efficiency and social justice in the distribution of financial resources and the encouragement of the private sector.

### **The importance of research:**

The importance of the research is to address a topic that serves the purposes of decentralization, changes in public expenditure policies and revenue collection as a result, which the Iraqi State affirmed after 2003, in order to benefit from the benefits of this transformation.

## **Literature Review**

### **1<sup>st</sup>. Financial decentralization and its applications:**

Fiscal decentralization policies and practices have varied advantages and benefits in different countries, but they are characterized by a common tendency to move away from the exercise of the central financial system and countries often try to pursue economic, political and social objectives. Through comprehensive fiscal decentralization, while other countries have chosen participatory fiscal decentralization by refocusing central decisions without effective fiscal decentralization, and fiscal decentralization is classified into three types [2] :-

### **1. Comprehensive fiscal decentralization:-**

It states that the share of local governments in total fiscal expenditure plus revenues is relatively high, the financial relationship between levels of government can be described as highly decentralized, and overall fiscal decentralization is based on a set of rules:-

- A. Increase financial potential and capacity at the local level, within the limits of their responsibilities between local governments and the federal government.
- B. Progressive transfers of fiscal and tax authorities, where financial arrangements are often more flexible than the basic distribution of legislative and administrative authorities at the central and local levels of government, which represent financial arrangements that constitutions cannot determine the main financial features. Such policies are pursued on a daily basis in terms of areas of expenditure or revenue that need to be more important, and financial decentralization can be competitive and cooperative at the same time.
- C. Where the domestic share of total financial expenditure as well as income is relatively high, the government financial relationship can be considered highly decentralized, and there is another type where the domestic share of total financial expenditure is high, while the share of total financial income is relatively low. In this case, the financial gaps between domestic spending responsibilities and revenue instruments are often bridged through government transfers in decentralized developing countries. Therefore, this type of financial decentralization is categorized into two categories according to the types of money transfers. As mentioned above, there are two types of transfers: transfers for general purposes (unconditional) and transfers for specific purposes (conditional).

### **2. Participatory fiscal decentralization:-**

The second type of fiscal decentralization is based on the fact that the share of local governments in total fiscal expenditure is high, while the share of total fiscal revenue is relatively low, in this case, the financial gaps between responsibilities

for domestic expenditure and means of income are often bridged through unconditional and conditional financial transfers. Participatory fiscal decentralization is based on a set of rules:-

- A. Transfer of financial constraints to the local level (transfer of costs rather than transfer of powers), in this case include considerations for the price-based economy, depending on the size of production or what is known as economies of scale, and the high costs and benefits across local governments. In order to achieve equity among citizens and address differences between governments, the central government has a more interparable role to play in the areas of local governments.
- B. Increase well-being through the efficient and effective delivery and delivery of local public services (better matching of supply and demand) by maintaining minimum standards of decentralized fiscal policy.
- C. Consequently, the responsibility for domestic spending is high and there is a fiscal gap, that is, the difference between responsibility for domestic spending and private domestic revenue, and reliance on unconditional transfers, in this case, although domestic financial independence is limited, the estimate of expenditure is relatively high.

3. **Limited fiscal decentralization:-** when responsibility for domestic spending is high and fiscal gaps are bridged mainly through conditional transfers, in which case domestic financial autonomy and expenditure estimation are limited.

### **Methods and Material**

#### **1<sup>st</sup>. Powers and Responsibilities of Local Governments From the perspective of the Iraqi constitution of 2005:-**

The diversification of local revenues is one of the most important foundations in promoting Financial decentralization (FDc), through the transfer of financial powers and responsibilities from the central government to local governments and in line with their obligations towards the provision of public services, which is reflected in the achievement of sustainable local development. Countries differ in their approach to decentralization according to what suits their political, social and economic conditions in general. Iraq follows the federal system after 2003, as Article (1) of the Iraqi Constitution of 2005 states [3], that (the Republic of Iraq is a single, independent federal state with full sovereignty), and article (116) stipulates that the federal system consists of a decentralized capital, regions, governorates, and administrations local, where enjoy local governments It is not affiliated with a

region with broad administrative and financial powers that enable it to manage its affairs according to the principle of administrative decentralization, This was regulated by the law of governorates not organized in the region No. 21 of 2008 [4], as amended, and the Constitution stipulates that the powers and responsibilities of the Federal Government shall be delegated to local governments or vice versa. One such programmed is the Province's Development Programmed, which aims to transfer funds from the federal budget to local governments to establish projects that have a direct impact on the health, safety and well-being of citizens, thereby improving and raising the level of development in local governments.

## **2<sup>nd</sup> . Powers and Responsibilities local governments from the perspective of Law of the governorates not organized into a region No. (21) 2008 [4]:-**

In light of the broad competencies and powers granted by the Iraqi constitution for 2005 provinces and their administrations. For the purpose of organizing this Powers and Responsibilities of Local Governments In line with the new form of the state based on the federal system, And according to principle decentralization and the absence of such a situation in the current legislation, has been legislated Law of Governorates Not Organized in the Region No. 21 of 2008 the average. As stated in the reasons for this law, as this law is the first step in a Promoting decentralization by giving greater powers for local governments This is what the second article stipulates. where is The Provincial Council is the highest legislative and supervisory authority within the administrative boundaries of the governorate, and it has the right to issue local legislation within the boundaries of the governorate, And Managing its affairs in accordance with the principle of administrative decentralization in a manner that does not conflict With Constitution and Federal Laws. While the executive power was given to the governor according to the law, accordingly, the provincial law Irregularities in Region No. (21) of 2008, Define the powers and responsibilities of the legislative and executive branches The financial resources are as follows:-

### **1. Terms of reference Legislature, law article (7) :-**

- A. Issuance of legislation and laws And local regulations and instructions to organize administrative and financial affairs in a way that enables it to manage its affairs in accordance with the principle of administrative decentralization and in a manner that does not conflict with the constitution and federal laws.
- B. Drawing up the governorate's general policy and setting its priorities in all areas, in mutual coordination with the ministries and concerned authorities.
- C. Preparing the council's draft budget for inclusion in the governorate's general budget.
- D. Approving the draft general budget for the governorate referred to it by the governor, and conducting transfers between its sections with the approval of the absolute majority of the number of members, provided that constitutional

standards are taken into account in the distribution of governorate centers and districts, and aspects, and submit them to the Ministry of Finance in the federal government to unify them with the federal budget.

- E. Transfers within doors budget among the projects of the administrative unit among the delayed projects, and informing the Ministry of Planning of this.
- F. Determining the governorate's priorities in all fields, drawing up its policy, and setting strategic plans for its development in a manner that does not conflict with national development.

## **2. Terms of reference Authority Executive :-**

- A. Preparation budget The local government of the governorate in accordance with constitutional standards, with the exception of items within the jurisdiction of the federal government, which must be submitted to the provincial council.
- B. Implementing the decisions of the governorate council in accordance with the constitution and current legislation.
- C. Policy implementation Federal set by the federal government within the limits of provinces.

## **3. Collection powers The financial resources of the county ,law article (44) :**

- A. The financial budget granted to the governorate by the federal government in accordance with the constitutional standards prepared by the Ministry of Finance and approved by the House of Representatives.
  - B. Revenues generated by the governorate from the services it provides and the projects it manages.
  - C. Revenue Fees and local fines imposed under the Constitution and applicable federal laws.
  - D. Gifts and grants obtained by the governorate in a manner that does not contradict the constitution and federal laws in force.
  - E. Revenue Sale and rental of movable and immovable state funds in accordance with the Law on the Sale and Leasing of State Funds and other applicable laws.
- Prepare Law of Governorates Not Organized in a Region for a year 2008 the average An initial starting point for empowering governmentat However, it does not provide comprehensive guidance towards ApplicationEffective decentralization system. Although the transfer Powers and Responsibilities of Local Governments Provided by the constitution, local councils still have very limited powers. The challenges facing the application of this law are as follows:-
- 1. Transfers responsibility for strategic direction and associated planning tools to the provincial councils, and stipulates that allocations for from the budgetFederal will support strategic plans. However, this does not give local governments any

impact on the planning and allocation of the resources of the relevant ministries, through which the vast majority of services are provided, The Ministry of Health and the like may receive directives and allowances budget from the relevant ministries.

2. According to the law, local governments, and the sitting of the provinces takes over Responsible for oversight and the most honorable to the relevant ministries. On the other hand, it is not detected and select what is it control procedures And the most honorable, where the provision of services is not subject to administrative regulation by local governments. Although Recognition challenges and difficulties but they are unable to take action to investigate.
3. No text for systematic planning or resource allocation or the tunnel authority, or the numbers of budgets for units substandard Local governments eg municipalities or issue and counties.
4. No standards are established to ensure the equitable distribution of services and resources Finance.

### Results and Discussion

#### 3<sup>rd</sup>. Promising prospects for the application of FDC in Iraq after 2003:-

The application of FDC in Iraq is modern the covenant Despite the country's trend towards decentralization, Where Iraq still follows the central approach Based on the practical effect, Despite the provisions of the Constitution Provincial law is not regular in the province No. 21 of 2008, and the directions of the strategies of the national development plans to support FDC, as this led to a conflict between the practical reality and the strategic directions in support of decentralization, The share of local governments has formed (5%) . Just of the total general revenues of the budget and (14%) of the total investment spending of the federal government for the duration (2006-2019)[ 5-17] , **table (1)**.

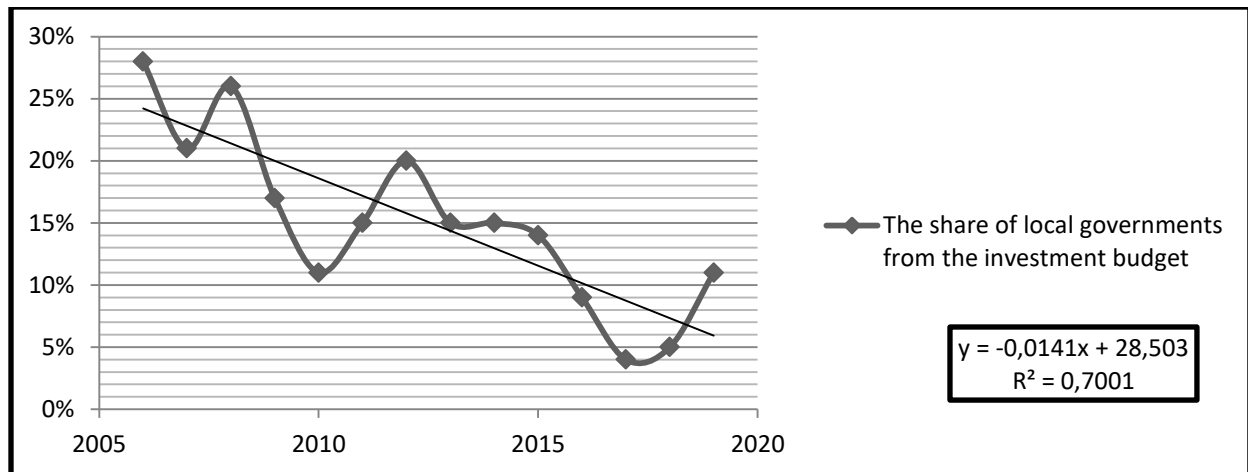
**Table 1 .** The share of local governments in the federal budget in the Iraqi economy (2006-2019) Trillion dinars

Period Governorate/ general revenue(out line) %(1/5)	General Revenue (Chart)(5)	County Share/ Investm ent budget (4) % (1/3)	Budget investme nt (Chart)(3)	Annual Growth Rate (%) (2)	Period Governor ate (1)	The year
6%	4539230	28%	9272000		2584863	2006
6%	4206453	21%	1266530	1%	2604000	2007

	0		5			
8%	5077508	26%	1567122	54%	4000000	2008
	1		7			
5%	5040821	17%	1501744	-36%	2550000	2009
	5		2			
4%	6173531	11%	2367677	-0.04%	2549000	2010
	2		3			
6%	8093479	15th%	3006629	81%	4614600	2011
	0		3			
7%	1023268	20%	3717789	58%	7304681	2012
	98		7			
7%	1192966	15th%	5510860	11%	8126607	2013
	63		2			
	-		-		-	2014
6%	9404836	14%	4121403	-29%	5740887	2015
	4		7			
3%	8170803	9%	2574631	-61%	2218652	2016
			1			
1%	7901142	4%	2545401	-56%	965743	2017
	1		8			
1%	9164366	5%	2465011	34%	1291027	2018
	7		2			
3%	1055696	11%	3304850	178%	3587427	2019
	86		6			
5%		14%		19%		average
			3487685		48137487	Total
			23			

While the trend was the share of local governments in the investment budget for the period (2006-2019) Downward, the lowest decline recorded in 2017 (4%) of the total investment budget, as shown in figure 1, is due to the decline in oil revenues in the federal budget and their reflection on investment expenditure in general and the share of local governments in particular. This led to the depletion of resources and poor delivery of services at the local government level, leading them to open a current account of local revenues generated within provincial boundaries in private banks without being monitored and supervised.





**Figure 1. The Share of Local Governments from the investment budget**

An example of this is the revenues collected by the Diyala Provincial Council, which were distributed according to sectors and in accordance with Resolution No. (97) of 2017 issued From Diyala Provincial Council And in the amount of (2,074,730,000) two billion seven hundred forty-seven trillion thirty thousand Iraqi, which is reflected in the competition of the federal government over the available resources without achieving good results, and therefore there is no mechanism to clarify the nature of financial relations between local and federal governments, so it is necessary to rely on a clear model. Local governments face a set of challenges and obstacles to the implementation of FDC in Iraq.

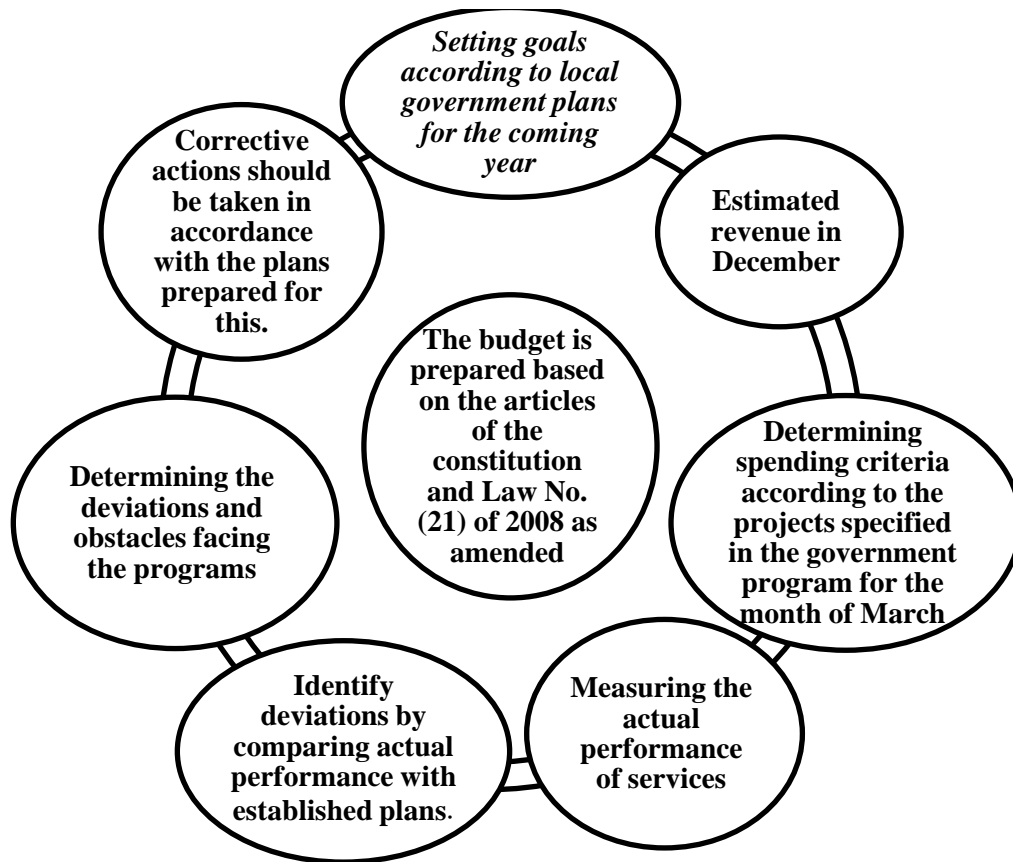
Therefore, we suggest that the application one of the types decentralization Finance in Iraq In order to achieve for Creating a sustainable and integrated spatial development in which equal access to services and infrastructure ... reducing the development gap between urban and rural areas ... and making better use of natural resources, which leads to creating a spatial development balance commensurate with the needs, capabilities and comparative advantages of different regions and reduces duplication of development, The spatial focus, the strong demographic focus and the economic activity currently prevailing through the achievement of the spatial development goals of investment policies for development and reconstruction.

### 1. The application of the FDC model participatory in Iraq:-

This model is based on enhancing hypocrisy programs, reducing waste of public money, and reducing powers and responsibilities on the revenue side of local governments in exchange for granting greater powers on the spending side to the governorates according to the Regional Development Program. And These reforms are based on a clear vision of the implementation programs that will be

implemented in the long term. We will focus on a set of structural changes in the system currently in use in FDC Iraq:-

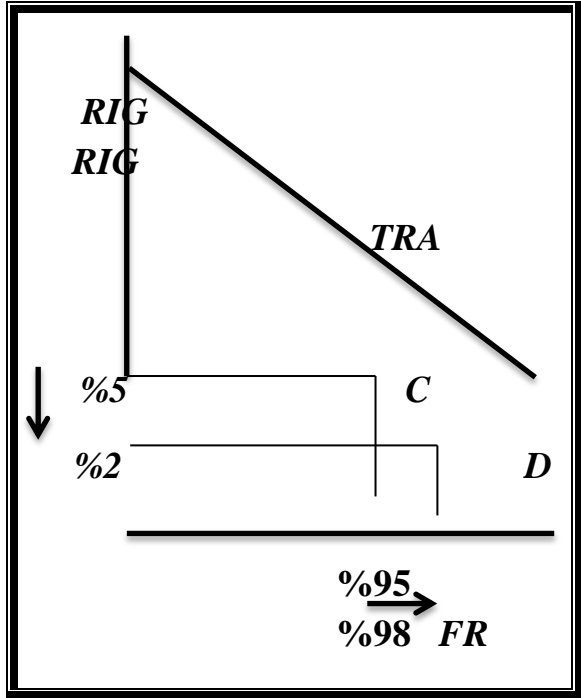
1. Increase the allocation of funds from budget Federal to local governments by giving a greater role in the provision of services, as well as the possibility to recycle unspent revenue in the local budget to at least the next fiscal year to remain in use by local governments.
2. Opening a current account in one banks Governmental accounts, provided that this account is subject to the supervision of the Federal Ministry of Finance, and all revenues collected by local governments are deposited in it, provided that these amounts are rotated within the allocations of the governorates with the completion of the remaining appropriations from the federal budget according to population ratios and this will be reflected in easing pressure on the federal budget.
3. Create federal institutional mechanisms such as planning platforms regional at the governorate level and exchange information to enhance the capabilities of local governments to direct aspects of investment spending at the governorate level in accordance with the directives of the federal government.
4. Reformulate Articles of the Constitution and Provincial law in line with the new trend by strengthening the spending powers and responsibilities of local governments in return for reducing dependence on local revenues.
5. Cancel work Circle Finance and administration in the governorates whose work is limited to linking sectoral departments The validity is transferred and the Ministry of Finance, while retaining only swear Revenues local governorates Returning the sectoral administrations to their ministry on condition an Supervision work on this departments From the functions of the governor, as before.
6. Re-drafting the strategies of the national development plans and the Iraq Vision 2030 plan according to the new perspective in the implementation of decentralization with a lesser role for local governments in return for a greater role for the federal government in Revenue collection, which is reflected in reality providing public services.
7. Accordingly, the local budget must be subject to specific criteria in order to achieve the objectives set for it , Figure (2):-



**Figure 2.** Local budget numbers chart in Iraq Striped

Based on the foregoing, the Federal Government's direction is (FR) Towards participatory decentralization, reflected in the impact of crowding out revenue diversification and preference for equitable resource allocation versus efficiency considerations, which occurs when federal revenue can only be increased by a shortage of local revenue (RIG) With a certain amount of income available, as shown in the Diagram No. (1) (C) on the budget line represents the total income available (TAR) at the federal and local levels, which amounted to (77300594) trillion dinars during the period(2006-2019), federal revenue (95%) accounted for the total revenue available, and local revenue accounted for (5%) Only, according to a method like Barreto, there are responsibilities for the federal government to provide more efficiently than local governments. Depending on the external effects generated by spending in the provision of public services, for example, the construction of dams and specialized hospitals that have extra-provincial effects, and if one government at the federal and local levels is dedicated to providing what the other government has to offer, it will result in a loss of the other, On it is a move to a point (D) that ensures that more available revenue is channeled to the federal government and will be at the expense of local government revenue .which Ensures that more available revenue is directed towards the federal government and it will be at the expense of government revenue at local Which

amounts to approximately (98%) of total public revenue available, as opposed to a reduction in local government income by (2%), local government spending powers and responsibilities are to be granted by mainly filling fiscal gaps from unconditional and conditional transfers.



**Diagram No. (1) Effect crowding to diversify revenues at the local and federal levels in Iraq The application of the FDC model inclusivity in Iraq:-**

Spending is decentralized And Revenues with effect on financial efficiency for local governments and with unbalanced properties, whereas There is an asymmetry between the decentralization of spending the local And the effect of revenue decentralization on financial efficiency As we explained earlier, and Decentralization of spending can lead to the local To improve the financial spending structure at the local level, While Revenue decentralization increases the share of local government revenue in order to provide positive incentives; Both have a positive and reinforcing effect on improving local fiscal efficiency, and this effect depends to a large extent on the consistency between fiscal spending and the decentralization of revenue. In the case of There was a mismatch between Revenues Spending Responsibilities Under fiscal decentralization, local governments may become excessively involved in the allocation of financial resources local To meet their demands for financial resources, the decentralization of revenue has a more pronounced mitigating effect on financial efficiency in provinces. There is a set of rules and foundations that must be activated in light of comprehensive FDC in Iraq:-

1. program design To share powers between levels of government to guarantee Transparency And accountability in the public sector This is an administrative and structural organization at the levels of government in accordance with for the system decentralization which is reflected on Better use of resources Finance, in contrast to an increasingly costly state bureaucracy with opportunities for corruption, and be for the government Federal It plays an important role in policy formation, quality control, evaluation control, and overseeing the decentralization of functions and services the introduction.
2. Re-drafting federal laws, especially those related to the financial aspect, in line with the 2005 Federal Constitution of Iraq, the directions of national development plans, and Iraq's Vision 2030.
3. Qualifying a cadre specialized in the application of FDC in the governorates with the issuance of executive instructions for the local laws and legislation applied in Iraq.
4. Preparing an interactive local budget based on the performance and program budget in designing spending programs at the local level and synchronizing them with the interim goals in the governorates.
5. Activating the provisions of the Provincial Law No. (21) of 2008, especially Article (44) by issuing instructions and regulationsNS Concerning the methods of collecting local revenue.
6. Work on re-drafting the local laws related to revenues and determining the nature of revenues, whether fees or taxes.
7. Reallocating the percentages of revenues to local government properties, especially quarry revenues, to the benefit of the governorates, so that they are (70%) for local governments (30%) for the federal government.
8. Giving the powers of the largest units below the level of local governments (district - district - municipalities) by maximizing its revenues With the possibility of spending these revenues according to the local needs and their budgets, by including an amendment in Law No. 21 or a new law, Benefiting from decentralization support programs funded by international organizations such as the German Agency for International Cooperation (GIZ)GIZ in the amount of (18.5) trillion euros, and the integration of districts and sub-districts into small income-generating projects.
9. Develop sustainable local development plans based on regions. Based on a decentralized service delivery process that coordinates with new initiatives for development focused on empowering local communities This is through that all investment projects at the local and federal levels reflect the development strategies of local governments, Which counts from bottom to top Where needs are prioritized through extensive participatory consultations, beneficiaries are involved in program implementation, oversight and accountability.

10. Developing a new accounting manual according to the decentralized system that

<b>concurrent responsibilities</b>	<b>Territory and Provincial Governments</b>	<b>Federal government</b>
Spending on the education and health sector	Spending on local police.	Spending on security and defense.
Spending on the agricultural sector.	Expenditure on transportation and local transportation.	Expenditure on transportation and transportation.
Expenditure on electricity, water and industry.	Spending on local infrastructure	Infrastructure spending
Spending on housing and urban centers.	Spending on environment and sanitation.	Spending on development and the development of oil and gas wealth.

includes detailed information on the list of accounts, laws, and policies and accounting procedures, the government should initiate this to ensure uniform coding of financial operations and reporting.

11. Distributing responsibilities tunnels between the federal government and Local governments as shown Table.

**Table (2)** .Distribution of tunnel responsibilities between the federal and local governments in Iraq

**\* The table prepared by the researcher based on articles 114,113,112,112,110 of the Iraqi constitution for the year 2005.**

12. Establishment of a mechanism for the of an irregular Provincial Development Fund - based on the Constitution in article 106 where the authority of a public body is established by law to control the allocation and use of income to this Fund as needed. The Commission is composed of experts from the Federal Government, the provinces and the provinces and their representatives. The new mechanism will include:-

A. deduction of a percentage of Revenues verified at both levels mono The local is as follows:

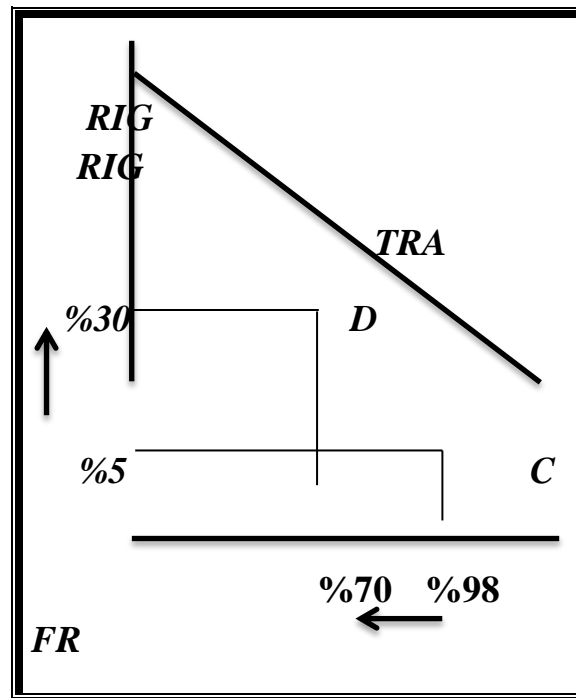
- (10%) of federal revenue.
- (5%) of local revenues.

B. To ensure transparency and equity in the allocation of funds to local governments with a revenue deficit owing to a lack of financial resources to

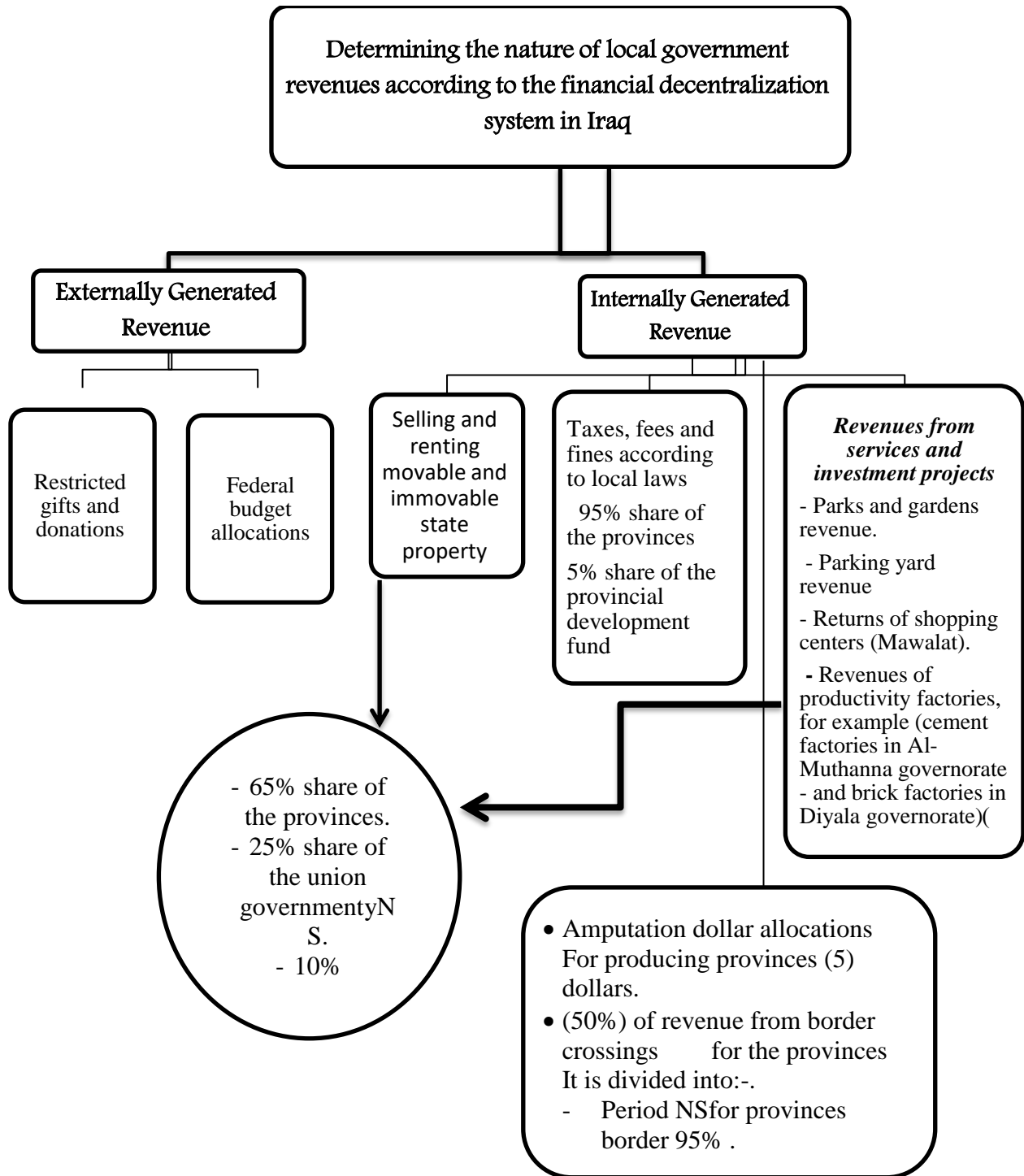
address these imbalances and horizontal differences between rich provinces and those with weak financial resources, thereby contributing to balanced and sustainable local development in all governorates.

C. To verify optimal use and participation of federal and local financial resources.

Develop a transitional policy for financial relations between levels the ruling stipulated in the 2005 Constitution and Law No. (21) of 2008 To ensure the consistent transfer of financial resources and Via mandate scope and capabilities, by what Within a greater degree of autonomy for local governments, In line with fiscal decentralization by increasing allocations and transfers to a greater extent to the governorates, that process effective transition ask An inclusive, sustainable and informed dialogue between the various stakeholders in the center and governorates in the medium to long term term, could through which to Fiscal decentralization leads to diversification of revenue sources in governments Federal and local. This is reflected in achieving the standard of efficiency in the allocation of resources between local and federal governments through governments obtaining greater proportions of total revenues which is estimated (30%) Which leads to financial sustainability and its reflection on the sustainability of providing local public services and moving from a point (C) to point (D). the line balancing the total available revenues, this will be at the expense of the federal government's revenues As shown in the Diagram No. (2) On the other hand, this will lead to a decrease in the federal government spending and limit it to spending with external effects, and this what It will apply with Iraq Vision 2030 Figure (3) [18] .



**Diagram No. (3) The impact of crowding on revenue diversification at the local and federal levels in Iraq**



**Figure (4 ) Determining the nature of local government revenues according to the FDC system in Iraq**



## Conclusions

1. an decentralized system Finance practiced in some countries developing and advanced, It is not necessarily valid to be applied or reproduced on Iraqi economy Even if it is successful in those countries, so aEvery country has its own economic, political, social and security conditions on the basis of which the Select type the FDC system that fits with it.
2. We conclude that the distribution of powers and responsibilities tunnels AndRevenue collection at the federal and local levels in the Iraqi economy The goals and objectives of this transformation are not clear in the application of FDC.
3. Local governments do not have the powers to make transfers between the sections of their budget except in the narrowest of limits and in an amount not exceeding (10) billion, according to the instructions of the federal budget with the approval of the Minister of Finance, in addition to their inability to transfer or transfer between budget revenues, and sectoral administrations transferred powers or revenues from the year current to next year. This is reflected in the financial ability of local governments.
4. The Iraqi economy was characterized by a low degree of decentralization Finance As the form of spending investment for the federal government (86%) from Total Investment budget for the period (2006-2019) , As for The share of local governments have formed (14%), This indicates the control of the federal government in Management Economy.

## Recommendations

1. Reform of the FDC system in Iraq, Andthat By following well-defined strategies relating to well-defined mechanisms for building a structure FDC system on the levelyin Federal and local in Iraq.
2. Activating Article (106) of the Iraqi Constitution of 2005, especially with regard to revenue sharing at the federal and local levels.
3. Establishing a provincial development fund in accordance with the constitution and the law, and it is subject to a public body consisting of experts from the federal government and representatives of local governments. This fund provides support to governorates that suffer from a deficit in financial resources or in an emergency situation, and that the revenues of this fund are in the form ofContributions from:-
  - 10% of federal revenue.

- 5% of local government revenue.
- 4. Qualifying a cadre specialized in the application of the FDC system through qualifying courses in the field of Planning and accounts, as well as in the area of local revenue maximization at the local and federal levels.
- 5. Linking the strategies of the national development plans, the vision of Iraq 2030, and the voluntary report in the field of decentralization support Finance Federal budget strategies.

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