

THE SCHOOL ADMINISTRATORS' SKILLS AFFECTING THE CRITERIA OF ADMINISTRATION IN SHANXI EXPERIMENTAL MIDDLE SCHOOL

Ma LI ¹ and Sirikawin KRUTKRONGPHAN^{2*}

1 Student in Master of Educational Administration, Faculty of International Program, Thongsook College, Thailand; 2925536585@qq.com (Corresponding Author)

2 Full-time lecturer in Faculty of Educational Administration, Thongsook College, Thailand

ARTICLE HISTORY

Received: 24 November 2023 **Revised:** 13 December 2023 **Published:** 25 December 2023

ABSTRACT

The objectives of this research are 1) To study the personnel factors that affecting to the criteria of administration in Shanxi Experimental Middle School and 2) To study the school administrators' skills that affecting the criteria of administration in Shanxi Experimental Middle School. Population in this study was 300 teachers in Shanxi Experimental Middle School. The questionnaire was used as a tool to collect data. The data were analyzed by frequency, percentage, mean, and standard deviation and multiple regression analysis.

The results showed that the school administrators' skills namely Communication, Creativity, and Feedback have positive affecting the criteria of administration in Shanxi Experimental Middle School Statistically significant at the level .05. It has the power to forecast percentages. 75.7

Keywords: School Administrators' Skills, Criteria of Administration, Shanxi Experimental Middle School

CITATION INFORMATION: Li, M., & Krutkrongphan, S. (2023). The School Administrators' Skills Affecting the Criteria of Administration in Shanxi Experimental Middle School. *Procedia of Multidisciplinary Research*, 1(12), 21.

INTRODUCTION

The world situation in 21st century was changed and affected to organizations and also the world citizens in every part; such as economic fluctuations, elder society, innovation and technology that changed with rapidly, climate variability, the degradation of natural resources, more severe disasters, etc. Therefore, organizations should adapt for survival and rely on that situation (Tican, & Deniz, 2019).

Education is a long-term infestation in the development of human capital that is essential for the survival of human society. Without education, a country or culture would remain stagnant, resulting in the absence of a civilized community. Almost all countries prioritize education as a critical and primary factor in nation-building, placing education first. When it comes to educational quality, education institutions are crucial in preparing a nation to take an active role in developing gifted human capital assets (Wrahatnolo, 2018). As a result, each nation contributes to the growth and awareness of citizens through these institutions to ensure the country's future.

The school administrators who act with their skills and integrity, put the goals of educational institutions ahead of their self-interest (Ismail, Don, Husin, & Khalid, 2018). A principal prioritizes long-term results to benefit the students and their learning. A transformational leader changes people and social structures. Positive change results in the development of leaders. According to school administrator discovered that he could improve morale, motivation, and performance by getting to know teachers well. They created a connection between each individual's sense of identity and the mission and brand of the company. They are a mentor and an inspiration to other school stakeholders. Motivated students and inspired teachers boost student learning and classroom norms. These effects will continue longer than his presidency since the changes he has implemented will remain in place when he leaves office (Anagün, 2018).

Administration is the main task of the administrators to formulate schemes, methods and systematic procedures for performing tasks, because if the management system is not good, it will affect other parts of the agency (Meyer & Norman, 2020).

A good administrator must have the excellence skills and know how to choose the right management method. In order for the work to achieve its intended purpose. That administration will require science because the operations are not only activities that the administrators will do alone, but also many colleagues who contribute to the success of the work (Tican, & Deniz, 2019). An important factor for enhancing learning in schools is an effective management system and participation. The educational process must encourage students to develop naturally and reach their full potential. Therefore, school administrators play an extremely important role as the main leader. Responsible for managing related aspects of work (Anagün, 2018).

To manage and motivate their people, successful leaders require a range of interpersonal abilities. When hiring for leadership jobs, employers look for motivational traits in a candidate's resume (Kanfer, Frese, & Johnson, 2017). They make people feel valued by knowing their priorities, skills, and needs. A motivated leader recognizes work and maximizes the potential of their team members by establishing pertinent tasks and goals. According to Decker (2018), they wish to learn from them and encourage others. They are sought for listening. Motivating leaders are most effective when they have an impact on others, even though they may be authorities in their domains.

The importance of feedback in leadership stems from the fact that it promotes open communication and debate, which increases a leader's credibility. Using employee feedback may help managers and supervisors, particularly those who have just been hired or promoted, reinforce their leadership duties and increase their credibility (Stiennon, Ouyang, Wu, Ziegler, Lowe, Voss, & Cristiano, 2020).

Positive leadership involves setting an example and enabling and deliberately influencing emotions that motivate team members and workers to perform at their best. Effective leaders create an empowering environment through inspiration, emotional intelligence, communication, accountability, and a strong work ethic (Alvesson & Einola, 2019). In the same way that you would prepare and till the land for agriculture, Hilton (2018) highlighted that positive leadership aims to develop an effective and emotionally engaged team. The interests of the organization and the individual are seen by positive leadership as two forks of a single fork. This study focuses on five essential leadership skills; communication, creativity, motivation, feedback, and positivity to improve the classroom environment.

The educational management process will be successful if the administrators have quality management with appropriate skills. Therefore, in organizing, they will need a good education for administrators, the courage to make quick, correct decisions, and an effective organization with subordinates who have high work satisfaction. To achieve organizational goals, managers need to have desirable managerial behaviors. Therefore, executives must create satisfaction for their subordinates. The result will also be high (Snoussi, 2019).

Every educational institution has changed in many aspects. The management can consider whether an educational institution will be influential in 4 parts: the effectiveness of the administration, academic administration, personnel management, financial and budget management, and general administration. If such management is effective, it will improve educational institutions. In particular, the ability to produce students with high academic achievement; develop students to have a positive attitude; adapt to the environment; and solve problems within the school (Kavrayıcı & Kesim, 2021)

There for the management factor is broad and suitable for the organization's administration. The administration of the administrators' educational institutions according to organizational factors within the organization will help create unity. It helps to know the needs of personnel, all of which help increase work efficiency. It also helps to create a working atmosphere, which helps improve the organization's productivity. Resources are used economically and cherished so that the organization will succeed. Administrators must organize the organization to be responsible for their duties and the school setting.

LITERATURE REVIEWS

The Concept of School Administrators

In an administrative situation, an educational leader works as a mentor and has an impact on other educators. It could sometimes be a group of educational leaders. Leaders in these executive positions look for methods to enhance student learning and the teaching process (Shaturaev & Bekimbetova, 2021). Agosto and Roland (2018) state that they work in early childhood education facilities and secondary, postsecondary, and primary schools. School site leaders, directors, principals, and assistant administrators are employed to work either as the lone educational leader or in small teams. Castillo and Hallinger (2018) state that in administrative environments, typical roles for educational leaders include principal, superintendent, academic dean, director, head of school, department chair, and president.

Concept of Administrators' Skills

Many people have different definitions of leadership, but in general, leadership is the ability of one person to gain support and buy-in to accomplish a common task or goal (Lordanoglou & Tralau, 2022). It is only the capacity to influence others to follow you. Michael Jordan, Bill Gates, Napoleon, and Abraham Lincoln are all leaders in various ways. The main leadership skills are communication, creativity, motivation, feedback, and positivity.

Communication: One of the most important leadership skills and qualities is effective communication. Successful leadership and effective communication go hand in hand. A leader must be a great communicator in many corporate connections, communities, and groups, and

perhaps worldwide. Stop using business jargon and stop trying to seem like someone. The communication should reflect who you are, where you are from, and what you value. Mehrabian (2017) states that genuine leadership is what people desire, respect, and will adhere to. Therefore, put eloquence aside and focus on being authentic. People won't voluntarily follow someone they see as being inauthentic. While communicating during a crisis, find ways to engage with all your stakeholder groups.

Creativity: They are experiencing change at a rate that is unprecedented in history. The sharing economy, new marketing, the internet of things, and big data are examples of trends emerging due to revolutions in digitization, connectivity, and information sharing. These developments allow new modalities of value generation (Walia, 2019). Dietrich (2019) noted that numerous sciences, like neurology and biotechnology, are gaining speed and may bring about developments that we cannot predict. The fact that most of these trends are still in their infancy astounds people with both dread and respect. They continue to wear baby shoes. We can only assume that they will alter without knowing how or by how much. The constant connectedness will make change unpredictable (Taylor, 2017). Nowadays, simple systems are rare, everything has complicated causation, and what we observe often needs to be clarified. Maintaining our composure under these circumstances and making decisions without knowing in advance whether they would be successful require specific leadership. Leading the production of value without rules to follow calls for a particular set of abilities and attitudes. Think of it as creative leadership. It is similar to how an artist thinks: Incredibly alive, highly attentive, and eager to try and try again until they find what works.

Motivation: Successful leaders need various interpersonal skills to manage and inspire their teams. Employers seek motivating qualities in a candidate's resume when recruiting for leadership positions (Kanfer, Frese, & Johnson, 2017). By spending time and getting to know their priorities, abilities, and needs, they help others feel appreciated. A driven leader values effort and develops team members' potential by setting relevant tasks and objectives. Deckers (2018) stated that they want to learn from others who inspire them. People want to listen to them. Although they may be experts in their fields, motivating leaders are most successful when they influence others.

Feedback: The value of feedback in leadership resides in the fact that it encourages honest discussion and communication, which raises a leader's trustworthiness. According to the First Round Review, managers and supervisors, especially those who have just been recruited or promoted, may strengthen their leadership responsibilities and build their credibility by using employee input (Stiennon, Ouyang, Wu, Ziegler, Lowe, Voss, & Cristiano, 2020).

Positivity: Positive leadership is modeling, facilitating, and purposefully influencing positive emotions that encourage team members and employees to excel in their work. Positive leaders create an empowering workplace through communication, responsibility, emotional intelligence, inspiration, and a model work ethic (Alvesson & Einola, 2019). Hilton (2018) noted that positive leadership strives to create an efficient and emotionally engaged workforce in the same manner that you would prepare and till the ground for agriculture. Positive leadership views the interests of the organization and the person as two forks of a single fork.

Concept of Criteria of Administration

1) Academic administration: The academic work was the main job or it was the main mission of the educational institution to strengthen the institution in administration and management, to be able to develop the curriculum and learning process, as well as to assess the quality and effectiveness of the evaluation results, whose scope is planning for the development of educational institutions' curricula, developing the learning process, measuring results, evaluating and comparing the transfer of academic results, research to improve the quality of education, media development innovation, and technology for education. Knowledge resources are developed through education, supervision, education, and guidance. Development of

quality assurance systems within educational institutions and promoting academic knowledge to the community. Coordination in academic development with other educational institutions' promotion and supporting academic work for individuals, families, and organizations with other educational agencies and educational institutions.

In conclusion, academic administration is the main task or mission of the educational institution, which strengthens the institution in the administration and management of the curriculum and learning process as well as in assessing the quality and effectiveness of the evaluation results and maximizing benefits for students. The ultimate goals of educational institutions' missions are curriculum development planning and learning processes, evaluation results, and curriculum development. Developing learning processes, measuring, evaluating, and transferring academic results. Research to improve the quality of education, media development, innovation, and technology for education, knowledge resources, education supervision, education guidance, and the development of quality assurance systems within educational institutions are all examples of educational services.

2) Budget administration: Barr & McClellan (2018). stated that all activities related to the budget start with its establishment and include budget allocation, monitoring, and evaluating budget expenditure efficiency. Resource mobilization and investment for education, finance, accounting, procurement, and assets. In addition, the Ministry of Education has required school committees to participate in concretely planning and controlling budget expenditures. This is consistent with the school reform strategy by allowing the community to participate in education management as an actual school owner. The scope of the mission is to prepare and propose a budget. Educational policy analysis and development is preparing a strategic or academic development plan; analyzing the appropriateness of the budget proposal.

Moulick & Taylor (2020) stated that budgeting includes accounting, expenditure, and control of financial and property audits. Efficient budget spending based on the objectives involved in the periodic approval. Procurement, disbursement, transfer, and change inspection are followed by evaluation and reports on the use of funds and operating results. Resource mobilization includes materials, equipment, and investment in education, financial management, account management, supplies, and asset management.

In conclusion, budget administration means the execution of all budget-related activities, beginning with creating an expenditure budget account. Expenditure and control of the financial and property audit to meet the objectives effectively involve preparing and presenting the budget allocation, audits, monitoring, evaluating, and reporting on the use of funds and operating results. Mobilization of resources, materials, equipment, and investment for education, financial management, account management supplies, and asset management.

3) Personnel administration: Omenyi & Bosco-Duru (2021) stated that recruitment-related jobs are the process by which executives use the art and strategy of recruiting, selecting, and recruiting qualified people to work in the organization, as well as promoting to develop and maintain practitioners to increase their knowledge, abilities, and physical and mental readiness to work. It also includes seeking ways to help members who are out of work due to disability, retirement, or any other reason related to their position live happily in society.

In conclusion, personnel administration recruits people to fill various positions to suit the organizational structure and schedule. The organization must have resource plans for each department. It is the process by which managers use art and strategy to perform the recruiting, recruiting, and recruiting of qualified individuals to work in the organization as well as promote, develop, and maintain their knowledge, abilities, and good health both mentally and physically, so they are physically and mentally ready to work. The scope of personnel management should generally consist of position determination, competitive recruitment, appointment registration of history, personal development, and performance appraisal.

Recognizing outstanding workers and considering merits, preferences, discipline, and discipline implementation is an honor for welfare and benefits.

4) General administration: Alvi & Alvi (2018) stated that general administration is a task related to the organization's management system to provide other administrative services and achieve results according to established quality standards and goals. It plays a pivotal role in coordinating, promoting, supporting, and directing various conveniences in providing all forms of education. Aim to develop educational institutions that use innovation and technology appropriately to encourage the administration and teaching of educational institutions. The management principles focus on job achievement, emphasizing transparency, verifiable responsibility, and the participation of individuals, communities, and related organizations to promote effective and efficient education. The scope of general management must have four essential elements: policy formulation, planning, proceeding to obtain the workpiece according to the quality, setting aside a plan for the use of time, and other relevant things to make it work. Job shaping is the person responsible for the various tasks assigned to the action and each related component, such as accelerating implementation and supporting the operation at the right time and opportunity. In managing that, executives or managers must be careful of the functions of those responsible for each control section. This step controls the procedure, which is the process of an accountable person who can mainly operate by themselves.

In conclusion, general administration is general administration, which is related to the organization's management system and provides other administrative services. To achieve results according to quality standards and defined goals, playing a pivotal role in coordinating, promoting, supporting, and directing various conveniences in providing all forms of education is essential. The scope of general administration must include four essential elements: Planning, organizing, expediting operations, and controlling. School administration is all non-teaching work. Administrative tasks are routine tasks that must be done daily, indefinitely. A school's administrative position is like the main one at that school.

Research Hypothesis

Main hypothesis: The school administrators' skills have positive affecting the criteria of administration in Shanxi Experimental Middle School.

H1: Communication have positive affecting the criteria of administration in Shanxi Experimental Middle School.

H2: Creativity have positive affecting the criteria of administration in Shanxi Experimental Middle School.

H3: Motivation have positive affecting the criteria of administration in Shanxi Experimental Middle School.

H4: Feedback have positive affecting the criteria of administration in Shanxi Experimental Middle School.

H5: Positivity have positive affecting the criteria of administration in Shanxi Experimental Middle School.

Conceptual Framework

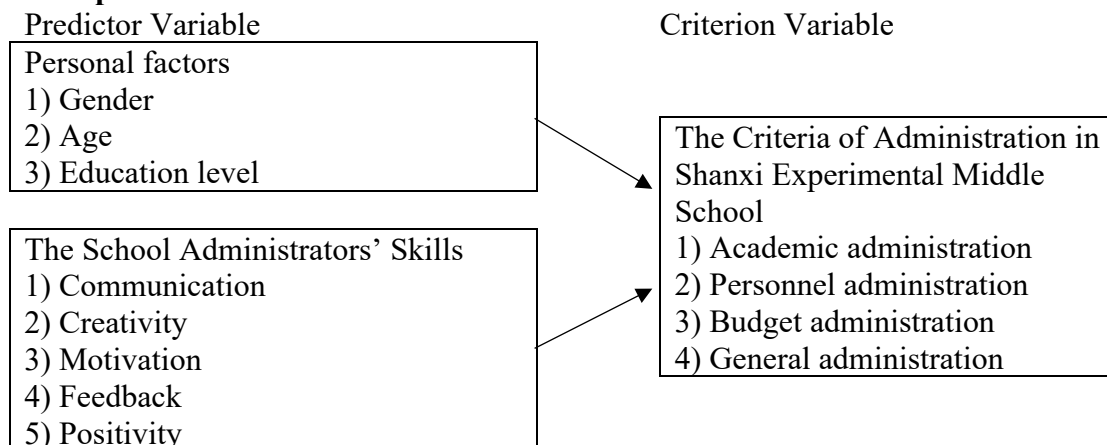


Figure 1 Conceptual framework

RESEARCH METHODOLOGY

The population used in this study consists of 300 teachers who work at Shanxi Experimental Middle School.

Research tools used in this study included a questionnaire for data collection, which consisted of the following questions: 1) Questionnaire about the personnel factors 2) Questionnaire on school administrators' skills 3) Questionnaire about the level of the criteria of administration

Data collection

The research tool used to collect data in this research was a questionnaire developed from study research literature review and related research to define the scope of the questions to match the research objectives.

The data analysis and hypothesis testing in this study were 1) Descriptive statistic were frequency, percentage, mean and standard deviation to explain the preliminary data and 2) Inferential statistics analysis is the test of research hypothesis with a statistical significance level of .05 with the multiple regression analysis

RESEARCH RESULT

The results showed that most of respondents were female (54.4%), aged 41-50 years, had a doctoral degree, and had an average monthly income of yuan 5,000-6,000 (57.9%) and had 5-10 years of work experience (43.3%). The results of the analysis of the respondents' opinion level showed that respondents had a high overall opinion of the school administrators' skills ($\bar{X} = 3.66$, $SD = 0.70$) in descending order as follows: Communication, Creativity, Feedback, Motivation, and Positivity and the overall opinion on the criteria of administration in Shanxi Experimental Middle School was very high ($\bar{X} = 3.68$, $SD = 0.52$). General administration, Budget administration, Academic administration, and Personnel administration.

The hypothesis test results showed that the school administrators' skills, including Communication, Creativity, and Feedback, had a statistically significant impact on the criteria of administration in Shanxi Experimental Middle School at .05 with a forecasting power of 75.7%.

Table 1 Shows the hypothesis testing of the school administrators' skills on the criteria of administration in Shanxi Experimental Middle School.

The school administrators' skills	b	Std. Error	β	t	p-value	Tolerance	VIF
Constant	1.227	.115		10.681	.000*		
- Communication	.183	.047	.249	3.919	.000*	.352	2.840
- Creativity	.282	.058	.399	4.832	.000*	.209	4.780
- Motivation	-.021	.052	-.031	-.393	.695	.235	4.259
- Feedback	.163	.046	.245	3.587	.000*	.307	3.257
- Positivity	.055	.038	.101	1.436	.153	.289	3.458
R = 0.874, R ² = 0.765, Adjusted R ² = 0.757, SE _{EST} = 0.254, F = 107.167, p-value = .000*							

* p-value < .05

DISCUSSION & CONCLUSION

Conclusion

1) Summary of general data analysis of respondents In conclusion, the majority of respondents are female, aged between 41-50 years, have a doctoral degree, have an average monthly income of 5,001-6,000 yuan, and have 5-10 years of work experience .

2) Summary of the analysis of the data. The school administrators' skills concluded that the majority of respondents had the highest overall and individual opinions at the high level, considering the average, it was found that the majority of respondents had the highest opinion on communication, followed by creativity and least positivity.

2.1) Communication: Based on the average, the majority of respondents had the highest opinion on School administrators have effective communication skills, followed by School administrators actively listen to concerns and suggestions from subordinates, the community, parents, and students, and the least. School administrators communicate the school's vision and goals effectively to subordinates.

2.2) Creativity: Based on the average, the majority of respondents have the highest opinion on School administrators serve as role models for creativity through various structures that promote positive impacts on the school, followed by School administrators are open to different ideas and suggestions from subordinates and at least School administrators promote a culture of creativity and innovation within the school.

2.3) Motivation: Based on the average, the majority of respondents have the highest opinion on School administrators set clear goals and expectations for subordinates, followed by School administrators often cite successful examples in their work to create motivation for efficient work, and the least, School administrators stimulate and inspire subordinates to achieve work goals.

2.4) Feedback: Based on the average, the majority of respondents had the highest opinion on School administrators effectively manage feedback from the community, parents, and students, followed by School administrators compile reports on the school's work progress to reflect the success of subordinates' work, and the least. School administrators provide useful suggestions for work improvement.

2.5) Positivity: Most respondents have a high opinion, considering the average, the majority of respondents have the highest opinion on School administrators tend to provide support and maintain a positive work atmosphere within the school, followed by School administrators promote unity and teamwork in their work, and the least. School administrators prioritize creating a positive attitude among subordinates.

3) Summary of data analysis, the criteria of administration concluded that the majority of respondents had the highest overall and individual opinion at the high level, considering the average, it was found that the majority of respondents had the highest opinion on General

administration, followed by Budget administration and the least Personnel administration as following details.

3.1) Academic administration: Based on the average, the majority of respondents had the high opinion on Establish academic administration policies aligned with curriculum objectives, followed by Monitor teachers' progress in achieving curriculum goals and the fewest methodically formulate the school's academic action plan.

3.2) Personnel administration: Based on the average, the majority of respondents had the high opinion on Conduct a comprehensive analysis of internal and external factors influencing administration decisions follow by Gather essential personnel information, including qualifications, experience, and competencies and Define a clear organizational vision.

3.3) Budget administration: Based on the average, the majority of respondents had the high opinion on Develop a systematic academic budget plan, follow by Allocate funds for procuring and preparing adequate teaching materials and Seek diverse funding sources to support teaching and learning activities

3.4) General administration: Based on the average, the majority of respondents had the high opinion on Collaborate in developing the school's annual action plan in accordance with policies and educational development goals, follow by Facilitate partnerships between educational institutions and public and private organizations and support educational institutions in establishing community relationships.

4) Summary of hypothesis test results found that school administrators' skills are Communication, Creativity, and Feedback have positive affecting the criteria of administration in Shanxi Experimental Middle School Statistically significant at .05 with a forecasting power of 75.7%.

Discussion

1) School Administrative skills in each aspect were high level, due to a variety of people's ability to engage, lead, and effect change in a meaningful. Ninković and Florić (2018) state that leaders must motivate, instruct, and discipline the people they are in charge of. They can accomplish none of these things without being very skilled communicators. Warren (2021) states that he sets out the qualities, knowledge, and skills that middle and senior educational leaders need to lead their schools in the twenty-first century. This model shows that relationships are at the core of school leadership and that leadership always operates within a specific context as well as Information is more likely to be retained if it is learned in a fun and engaging way, so using creative learning strategies will not only make your learning environment a more positive space but will also help your learners remember the content better. In other words, an ideal learning environment provides you with the tools and opportunities to succeed. It balances every learner's needs, meeting your unique personal objectives. It is where those around you can support your endeavors without compromising their goals.

Communication were high level, students can't understand what they can't hear. Compared with all the other sounds in the classroom, a teacher's voice is called the signal-to-noise ratio. Asian (2021) states that for students to understand, they need the teacher's voice to be at least 15 decibels (dB) louder than any background noise. Since the average conversational voice is about 65 dB and the average classroom background noise is 50 dB, there shouldn't be a problem. However, there's a significant problem when you factor in the distance. Alakrash (2021) states that every time we double the distance from a sound source, that sound's intensity diminishes by 6 decibels. Students who are further away from the teacher receive the sound at a much lower level, making it difficult to understand what is being said. This can result in more distracted students, increased behavior issues, and lower academic achievement.

Creativity affecting the classroom environments at a statistically significant lack of creativity such as expertise, motivation, and creative-thinking skills. Lack of creativity, such as expertise, motivation, and creative-thinking skills. Khasawneh (2021) states that besides individual barriers, several contextual factors have been described as “environmental” obstacles to creative expression, such as lack of resources, strict deadlines, lack of leisure, heavy workload, and lack of opportunities for creative expression. Alsalamah and Callinan (2021) state that two vital dimensions of creative thinking, convergent thinking, play a more important role in student’s academic performance than divergent thinking. There is evidence that creative thinking influences academic performance through students' self-esteem and internal locus of control.

Feedback affecting the classroom environments were high level because of the critical external factors, namely illumination, acoustics, thermal quality, color, and age of school building, are typical conditions in determining the quality of a classroom. Pressley and Learn (2021) state that feedback is one of the most effective teaching and learning strategies and has an immediate impact on learning progress. High-quality feedback is specific and ongoing. When delivered on time, Hattie's research shows feedback has an effect of 1.13 on learning achievement. Asmus (2021) states that providing feedback means explaining what they are doing correctly and incorrectly, with the focus of the feedback on what the students are doing right. It is most productive to a student's learning when they are provided with an explanation of what is accurate and inaccurate about their work.

Positivity affecting was high level because of critical thinking skills. Tomislava (2021) engaged learning environment increases students' attention and focus, promotes meaningful learning experiences, encourages higher levels of student performance, and motivates students to practice higher-level critical thinking skills. Rist, Meek, and Tucker (2021), the critical external factor, namely illumination, acoustics, thermal quality, color, and age of school buildings, are typical conditions in determining the quality of a classroom.

Implications of the study

- 1) The study suggests that leadership skills are important for teachers because teachers are role models for students to increase their knowledge.
- 2) According to the study, teachers should understand how to develop leadership skills in the workplace and encourage students to do the same.

Future research

- 1) The study promotes educational leadership and how to improve the 21st century for teachers, students, also the community.
- 2) The study implements how to improve the educational teacher's skills inside and outside the classrooms.
- 3) The future study critical skills are important that teachers possess leadership skills because it is a fundamental factor that is required to enhance the instructional quality of teachers both inside and outside the classroom.

REFERENCES

- Ahmed, A. (2018). Perceptions of using assistive technology for students with disabilities in the classroom. *International Journal of Special Education*, 33(1), 129-139.
- Alakrash, H. M., & Abdul Razak, N. (2021). *Technology-based language learning: investigation of digital*.
- Alsalamah, A., & Callinan, C. (2021). Adaptation of Kirkpatrick’s four-level model of training criteria to evaluate training programs for head teachers. *Education Sciences*, 11(3), 116.
- Anagün, S. S. (2018). Teachers' Perceptions about the Relationship between 21st Century Skills and Managing Constructivist Learning Environments. *International Journal of Instruction*, 11(4), 825-840.

- Augustine, C. H., Engberg, J., Grimm, G. E., Lee, E., Wang, E. L., Christianson, K., & Joseph, A. A. (2018). *Can restorative practices improve school climate and curb suspensions*. An evaluation of the impact of restorative practices in a mid-sized urban school district, 1-112
- Baykal, E., & Zehir, C. (2018). Mediating effect of psychological capital on the relationship between spiritual leadership and performance. Artificial intelligence and its role in education. *Sustainability*, 13(22), 12902.
- Beatty, B. R. (2000). The emotions of educational leadership: Breaking the silence. *International journal of leadership in education*, 3(4), 331-357.
- Calvo, M. (2019). *Performance by design: the relationship between the physical classroom environment and student academic achievement*. Retrieved from <https://scholarworks.calstate.edu/downloads/m039k551m>.
- Castillo, F. A., & Hallinger, P. (2018). Systematic review of research on educational leadership and management in Latin America, 1991-2017. *Educational Management Administration & Leadership*, 46(2), 207-225.
- Chan, L. (2018). *Positive organizational leadership: Some recent findings in positive organizational scholarship*. Retrieved from <https://digital.sandiego.edu/cgi/viewcontent.cgi?article=1024&context=solesmalscap>.
- Deckers, L. (2018). *Motivation: Biological, psychological, and environmental*. Routledge.
- Dietrich, A. (2019). types of creativity. *Psychonomic bulletin & review*, 26(1), 1-12.
- Kadiri, F. (2022). Morocco's Inclusive Education Program through the Lens of Ethnography. *International Journal of Linguistics, Literature and Translation*, 5(6), 100–110.
- Fowler, S. A., Coleman, M. R. B., & Bogdan, W. K. (2019). The state of the special education profession survey report. *Teaching Exceptional Children*, 52(1), 8-29.
- Han, H., Kiatkawsin, K., Kim, W., & Hong, J. H. (2018). Physical classroom environment and student satisfaction with courses. *Assessment & Evaluation in Higher Education*, 43(1), 110-125.
- Heck, R. H. (2000). Examining the impact of school quality on school outcomes and improvement: A value-added approach. *Educational administration quarterly*, 36(4), 513-552.
- Herzberg, F. (2017). *Motivation to work*. Routledge.
- Ismail, S. N., Don, Y., Husin, F., & Khalid, R. (2018). Instructional Leadership and Teachers' Functional Competency across the 21st Century Learning. *International Journal of Instruction*, 11(3), 135-152.
- Kavrayıcı, C., & Kesim, E. (2021). School management during the Covid-19 pandemic: A qualitative study. *Educational Administration: Theory and Practice*, 27(1), 1005-1060.
- Knickmeyer, D. (2020). Social factors influencing household waste separation: A literature review on good practices to improve the recycling performance of urban areas. *Journal of cleaner production*, 245, 118605.
- Snoussi, T. (2019). Learning management system in education: Opportunities and challenges. *International Journal of Innovative Technology and Exploring Engineering*, 8(12S), 664-667.
- Tican, C., & Deniz, S. (2019). Pre-service teachers' opinions about the use of 21st century learner and 21st century teacher skills. *European Journal of Educational Research*, 8(1), 181-197.
- Wrahatnolo, T. (2018). *21st centuries skill implication on educational system*. In IOP Conference Series: Materials Science and Engineering (Vol. 296, No. 1, p. 012036). IOP Publishing.

Zaqout, I. S., Abu-Naser, S. S., El Talla, S. A., & Al Shobaki, M. J. (2018). *Information Technology used and it's Impact on the Participation of Administrative Staff in Decision-Making in Palestinian Universities*.

Data Availability Statement: The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

Conflicts of Interest: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Publisher's Note: All claims expressed in this article are solely those of the authors and do not necessarily represent those of their affiliated organizations, or those of the publisher, the editors and the reviewers. Any product that may be evaluated in this article, or claim that may be made by its manufacturer, is not guaranteed or endorsed by the publisher.



Copyright: © 2023 by the authors. This is a fully open-access article distributed under the terms of the Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0).