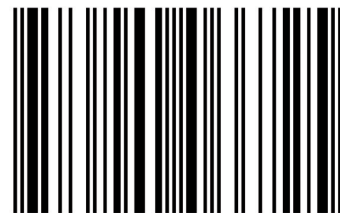# Digital Communications & it's Role in Strengthening The Administrative

The process of communication means "the receipt of information and understanding in order to create the desired change in the behavior of others. Therefore, it is a process consisting of at least one sender, one person and one receiver, who sends information and understanding from the sender to the receiver and then responds to the sender's knowledge of the future impact" Also the means used to transfer data during the information cycle (registration, tab, storage, retrieval, usage The main goal of the communication is to influence the various activities in the interest of the organization and the communication process in the institution is necessary in order to provide the employees with the necessary information to carry out their work and to develop and improve the attitudes and attitudes of the individuals, in a manner that ensures coordination, achievement and satisfaction of the work, And social workers.

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Digital Communications and its Role in Strengthening The Administrative Transparency from the Standpoint Of Public School Principals In Hebron.

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Abstract:
The study aimed to identify the reality of digital communications application and its role in strengthening the administrative transparency from the standpoint of public school principals in Hebron, according to several variables: (Gender, educational qualification, years of service, Directorate). The study followed the descriptive analytical approach. The study population consisted (475) director. a questionnaire was used to collect data . The sample size (17.3%). The results indicated that the reality of the application of digital communications in public schools in Hebron from the view point of the principals was high. The results also indicate that the digital communications, up role in promoting administrative transparency. Results of the study also showed no statistically significant differences in the role of digital communications in enhancing administrative transparency from the standpoint of public school principals in Hebron due to:(gender, educational qualification, Directorate), while showing a statistically significant differences in the role of digital communications in promoting transparency differences management from the standpoint of public school principals in Hebron due to the variable: years of service. Finally, the study showed a correlation between the application of digital communications and enhance administrative transparency from the standpoint of public school principals in Hebron. The study came out a number of recommendations:(Urge the Ministry of Education and Higher Education to activate the use of digital communications in public schools and adopt them as official correspondence, Use the SMS service to communicate and communicate between the school and parents, Activate the use of electronic management in all public schools, which facilitates work, saves time and effort and enhances transparency, Activate the use of e-mail in communication and communication between teachers, Developing advanced electronic programs that facilitate access to the status of functional teachers, Promote the spirit of innovation and innovation among teachers, Strengthen the principle of administrative accountability to activate performance and achievement with the announcement of administrative accountability mechanisms for all employees).

Introduction:
Academic institutions are an essential means of building a good person and the society's main tool for achieving progress and development, so that there are clear and clear communication bridges between the university and those sites to ensure the flow of information between them. This requires the adoption of an open system and the application of a democratic approach in decision-making, following the scientific method of organization, taking into account the functional specialization and dealing with its problems and problems of society. (Abu Karim, 2005). In view of the technological revolution and the digital age in which we live in the twenty-first century, electronic management has taken a good place in this era. Developments in telecommunications have led to the serious consideration by States and governments of taking advantage of the achievements of the technological revolution using computers and Internet networks in doing business and providing services to their citizens. In an electronic manner, that effectively contribute to solving many administrative problems, as well as avoiding the routine, mediation and other obstacles that hinder the development of the current administrative systems, in addition to the electronic administration of the speed in the After the explosion of information and communication revolution, which helped the development of computers and technology, and the Internet and social networking sites, electronic management came as a realistic reaction to the use of computer applications in the field of public services to develop traditional methods of work to be more flexible and effective than On the other hand, to take advantage of the achievements of the technological revolution in saving time, effort and cost, and the use of the Internet in support of communication between the government and its branches and between them and citizens, where contributed to the Internet networks to dispense with As a means of connecting between the computer and its accessories, which resulted in easy communication between the different computer systems using the Internet, which supported the directions of governments and administrative organizations and drew their attention to the possibility of managing all transactions with their departments or departments of the relevant bodies through Internet networks, The term electronic management as a sophisticated management style uses technical achievements in the development of administrative processes and give them qualitative advantages.

Based on this great importance of academic institutions in society, the importance of building these institutions on sound and clear foundations, especially with regard to their management systems, is highlighted. Hence, studies and research started with modern issues such as re-engineering of administrative processes, open administration and participatory management in order to establish sound and clear foundations for the system. Management at all levels. One important issue that is emphasized in applying these methods is administrative transparency. Administrative transparency in educational institutions includes transparent relationships, practices, practices and behaviors, and provides a healthy regulatory environment at all levels of management and academia that includes credibility and trust between management and individuals through real empowerment to fulfill their responsibilities and provide the necessary information for each level according to business requirements).

The ability of the school to perform its mission depends on the quality of the school administration, through which the teaching and learning process is controlled, organized, directed and evaluated. Through effective school management, all activities, procedures and strategies that are commensurate with the requirements of the era of speed, revolution and technology are fundamentally rethought and thought. In the last 15 years, many concepts have changed over the work of managers, and in the last 15 years, Such as empowerment and participation in decision-making, which move them to continuous

change management, governed by the scientific revolution, which is closely linked to information technology and modern electronic technology (Barret, 2001).

(Ayasrah |& Fadel, 2006) point out that the meaning of the word communication is that it is the process of conveying a particular idea, or a specific meaning in the mind of an individual, to the mind of another individual or individuals, a process through which the interaction between individuals is reciprocated by both sides. Hanafi (2002) defined administrative communication as the continuous transfer of information and ideas between individuals and others at all organizational levels between organizational managers and senior management, and between staff and supervisors, a network connecting all members of the organization.

What is the connection:

Communications are interactions of two or more parties in a given position for the exchange of information in order to achieve a certain effect on any (or both) parties. Or exchange messages between different parties using the means (channels) to connect (Selmi, 1996).

Communication is a process of mutual influence between two or more parties with the object of controlling each other's behavior.

Definition of communication:

There is no doubt that there is full agreement on the need for an effective communication system in the institution, but there is a difference in defining a precise definition of communication. The communication is defined as:

-Communication is the transfer and realization of ideas, information, feelings and meanings between individuals and groups

As public relations experts know: "Communication is a two-way street and therefore is the strongest factor that ensures that the two sides of the communication understand each other's views and work to fulfill their desires and bring them together in that common interest."

The process of communication means "the receipt of information and understanding in order to create the desired change in the behavior of others. Therefore, it is a process consisting of at least one sender, one person and one receiver, who sends information and understanding from the sender to the receiver and then responds to the sender's knowledge of the future impact" Also the means used to transfer data during the information cycle (registration, tab, storage, retrieval, usage (sahen, 1998).

 (Yaghi, 1983), defines personal communication as a "purposeful transfer of information, from one person to another, in order to create a kind of mutual understanding between them."

The American Association of Training defines organizational communication as "the exchange of ideas and information in order to create a common understanding and trust among the humanitarian elements of the Organization" (Alaki, 1984)

 In light of the above, school communication can be defined as: the exchange of ideas and information to create a common understanding and trust among the humanitarian elements in school.

Communication Objectives:

The main goal of the communication is to influence the various activities in the interest of the organization and the communication process in the institution is necessary in order to provide the employees with the necessary information to carry out their work and to develop and improve the attitudes and attitudes of the individuals, in a manner that ensures coordination, achievement and satisfaction of the work, And social workers.

In addition, communication facilitates the flow of this information and the resulting results.
We summarize the communication objectives in the following points (al-hadi, w.d):
-News & Media.
-Set to accept change.
-Clarification and correction of information and performance.

By reviewing these objectives, we note that in the absence of communication, the organization becomes useless.

Communication is necessary to communicate the information on which the decisions will be based. Through the integration and coordination of administrative functions.

Operations and types of communication:

Types of communications:

Communications are presented in different forms and information flows in various directions. It is possible to distinguish between formal contacts, informal contacts, linguistic and non-linguistic communication networks, etc.

The many contacts should improve the flow of information, the satisfaction of individuals and the good performance, and lack of uncertainty(alhadi, w.d):

First: Official Communications:

This is done through the official power lines within the organizational structure in which the communication channels and channels are determined, and through the official organizational chain, instructions, orders, official transactions and various reports are directed.

The effectiveness of formal communications depends on the administration's recognition of its effectiveness and usefulness and the availability of the means it transfers to and from all employees of the institution between the institution and its clientele, individuals and institutions in the surrounding environment.

There are more than one channel in which official communication flows into the organization. Three channels can be identified in this area as the following(alhadi, w.d):

1.Downward communication: the so - called downlink communication that takes place between a certain organizational level and a lower regulatory level ... .., where downlink connections are usually in the workplace and enterprise, but may sometimes occur outside The working environment, where subordinate management is informed of some policies and issues.

This type of communication includes:
•Decisions, orders and instructions that specify and help to carry out various functions and functions in the organization of their agreement and understanding of matters of appointment and promotion, authorization ... ..
•Regulations, legislations and periodicals, which are used to guide employees in how to perform their duties properly, regulate relations between them and determine their respective responsibilities.
•Instructions and guidance directed to supervisors and observers to improve working methods.
• Inquiries and data requested by senior management of subordinates.

2.Upward communication: These are so-called emerging connections, which range from executive to higher levels in any administrative system, and aim to give C and O the opportunity to communicate information to their superiors, especially with regard to results achieved in the organization.

This kind of communication increases the subordinate role in participating in the administrative process, how things can be improved, and can be done through performance appraisal reports, proposal boxes and meetings, complaints resolution system and open door policy.

3.Lateral communication: refers to the flow of communication between individuals at the same administrative level, such as contact the production manager marketing manager, and is intended to exchange views between employees and the exchange of information and experience at the same administrative level.

Called horizontal or parallel, as distinct from upstream or downstream communications, this type of communication is necessary to increase the degree of coordination between the different administrative units of the enterprise and provides the time required to perform business.

Second: Informal communications:

In addition to formal contacts in the institution, there are informal contacts unrelated to the administration. Informal contacts in any administrative system arise spontaneously, as a result of working individuals who have social relations and personal friendships. These individuals communicate on an automatic personal basis. They are not subject to specific trends, as may be the case when any formal approach is followed.

Some of these contacts may be coming down, some emerging and some at the horizontal level unconditionally - as long as there are relationships between individuals and related parties, and this informal communication organization does not recognize the levels of authority or presidential centers.

-Diagonal communication: Communications may flow diagonally, ie between individuals at different administrative levels, including functional relationships but not formal relationships in the organization, such as contact a production manager in a department of marketing management.

This type of communication is a natural and spontaneous phenomenon that always occurs in any group of individuals. It is considered one of the necessities of social life. It is characterized by the great speed with which information is transmitted. The nature of the itinerary during meetings, It is in a very short time. **Administrative Communications:**

Communication is important for the success of the group, and for understanding and cooperation between individuals and groups. The communication process is one of the essential elements of human interaction. Through communication systems, institutions have made significant progress in the growth of societies (socially, economically, culturally, etc.).

The importance of communication is clearly in business management. Having a sound and effective communication system is an urgent necessity for management because a manager or manager can analyze the situation or problem properly and can develop an appropriate and appropriate solution to that situation in all its aspects.

The importance of communication is clearly in business management. Having a sound and effective communication system is an urgent necessity for management because the path or the manager can analyze the situation or problem properly and can develop an appropriate and appropriate solution to that situation in all its aspects with all expectations and consequences However, all of this fails if there is an error in the connection process and this error may be very costly and have bad results for the enterprise (Masri, 2000).

Forms of organizational communication:

(Alaki, 1984), (Hareem, 1997), (Shamma |& Hamoud, 1999) note that the importance of communication for the principal and the organization (school) stems from several aspects, the most important of which are:

1. The ability to achieve the objectives depends on the efficiency of communication highlighted by the Director in his work. (Qayed, 2000) pointed out that the studies showed that the success achieved by the person in his work depends on (85%) on communication skill and only (15%). Depend on practical or specialized professional skills.

2. Communications represent a large part of the day-to-day work of the Director - some experts estimate that they consume between 75-95% of managers' time, as well as the principal of the school, which are all contacts.

3. It helps in the transfer of information, data, statistics and concepts across different channels, which contributes to the adoption of administrative decisions and achieve the success of the school and its development

4. It is a fundamental necessity in directing and changing the individual and collective behavior of students and employees in the school, which seeks and revolves around all the educational efforts in the school.

5. They contribute to the transfer of concepts, ideas and ideas through the official channels to create cohesion among the components of the school, and unite efforts to enable them to achieve their objectives.

6. A means to ensure interaction and mutual exchange of the different activities of the school.

7. A means of supervision and guidance of the activities of the Director in the direction of the activities of the staff in the school.

8. A means to motivate staff and students in the school to do the roles required of them.of them.

Communication means and Constraints:

Means of communication:

There is more than one means that can be used to facilitate the process of communication, and choose one of these means for others depends on the nature of the sender and the nature of the listeners and the nature of the situation dictated by the process of communication, in general, can distinguish the following three means (sheikh, 1998):

1.Written means:

This means that it is registered and codified and can be used as a legal means of proof. It is also very carefully prepared and formulated. It can be read by a large audience through distribution, either by mail or in person. As well as the fact that all of them are not skilled and able to formulate written communications well. In order for written communication to be good and clear, simple language, familiar words, use of maps and illustrations for illustration, and Internet devices ... can be considered ... and to avoid the use of unnecessary words that increase the size of the message.

2 - Oral means:

This is usually done directly between the sender and the receiver, either face to face or during meetings or meet a large audience, and the usefulness of the means of oral communication that it gives direct reactions and rapid exchange of ideas, so easy to understand and modify, Increases the confidence of subordinates, and is certainly reflected on his moral spirit.

However, one of the shortcomings of oral communication is that it may not be available at the time, and it is believed that many meetings take long times without results. A study has

shown that 75% of the instructions and tasks issued by the chairmen are verbal, Managers prefer telephonic communications and meetings, for other means of communication.

3.Nonverbal means:

These are usually done through the facial expressions and language of the eyes, and body movements of the individual, and these different physical behaviors, give different connotations of satisfaction and dissatisfaction and disobedience and indifference ... Etc .., and often, the means of communication non-verbal means For example, the manager may use the grip of his hand and hit it on the table to confirm the seriousness of the order he issued a few moments ago regarding the delay in applying the new order in the institution.

Communication Constraints:

The communication process is distorted and the information contained in it is distorted and the meaning of its meaning is different from its related understanding for many reasons that affect each of the above-mentioned communication processes, receiving, understanding and responding, and it is rare to match exactly what the caller intended to understand. "It seems that your men have problems to get the job done on time, I want you to think carefully and correct the matter," and the administrative intention is: "Talk to your subordinates and know the problem and then met them, together find a solution to the problem." What the subordinate understood is "I do not care how many leaders and leaders you have It is necessary to produce enough problems without making matters worse for you "

The idea may not be clear in the mind of the caller, and does not know exactly what goals he wants to achieve, and the obstacles to communication include:

1.Filtering: Filtering and modification occurs in communications, as a result of the caller seeking to show the information contained in the communications, so that they are more acceptable by the caller, for example, when the subordinate tells the boss of a certain information, he puts them in forms that satisfy his boss to hear what he wants to hear , Even if this leads to misrepresentation and deletion, in order to influence the decision maker. It is customary to convey good news to the president while keeping bad news.

The lack of trust, fear and threat between the presidents and subordinates increases the degree of difficulty in the process of communication, whether in the case of transmission or in the case of understanding by the subordinates, the subordinate who was honest and told the president of the real results and received punishment for it, will hesitate again to be honest, To lie and mislead this is obvious damage to the process of communication.

2.Selective perception: The caller recognizes what he wants to know according to his needs, interests, experiences, values, trends etc., in receiving, understanding and responding to the content of communication, for example, may see who decides to choose workers, that the student must put the concerns of her home And her family before the interests of the work, which makes it does not appreciate their experiences and qualifications right to estimate, or does not hear what you say, because of prejudice and prejudices and awareness of what he wants to realize regardless of the truth and reality.

3.Emotions: The emotional and psychological state of the person concerned, and the frustration, frustration, anger, sadness, happiness and fun it feels about the ability to receive, understand and respond to the subject of communication. It is clear that the more intense the emotional state, the greater the likelihood of distortion and distortion of contact information. Hindered by sound, logical, trial and rational thinking.

4.Language: One word gives many different meanings to different people, and they themselves have different meanings according to their specific uses.

The institutions are composed of individuals who have different backgrounds and cultures, and professionals and professionals have their own technical languages that suit

specialization and profession. If the institution has different branches in different regions within a country or other countries, the problem of language is exacerbated and adds other dimensions to the complexity, distortion and distortion of communication. The many different organizational levels and the existence of different centers and classes give the language different meanings and meanings. Alia talks about motivation, profits and production rates, and others may realize at lower executive levels, that they are exploitation and greed by owners and management.

5.Other Constraints: There are many other factors hindering the effective communication process and distorting and distorting the information they contain. In general, these other obstacles facing the communication process can be identified and affect their effectiveness in the following points:

A. Lack of adequate planning for the communication process, Often, a person starts speaking or writing without prior thought, without specifying the purpose of the message he intends to convey to determine the purpose of the communication process.

B. the existence of opinions and assumptions are not clear, may leave some aspects incomplete and unclear, and as a result, different interpretations and suggestions, for example, contact one person and set a date for the meeting at nine in the morning the next day, without specifying the place of convergence, on the basis that each One of them is in the idea, his office is a meeting place, and therefore do not meet the next day, this creates chaos and loss of much effort and time.

C. This may be intentional or unintentional, meaning that the words are left opaque, which opens up the field of different interpretations and interpretations. For example, a discount is announced on the previous price, but the previous price does not appear, such as saying that I will lower the price as it was Before, no mention how much before the question is less than what?

D. The inability to express and communicate the idea to the listener, although the contact person can understand but weakens the delivery, it may be expressed in weak or inappropriate words, which creates a lot of confusion and ambiguity.

E. The defect is not only in the caller but also in the listener. Although much time is wasted in listening, some individuals do not listen well, they may pretend to be attentive but their thinking is far from the course of conversation.

F. Frequent interference resulting from multiple effects that affect the process of telephone communication or cable.

J. inability to understand the circumstance of the other party during the communication process, such as communication at an inconvenient time to the other party.

H. not to choose the appropriate means of communication, such as writing an individual message, while the subject calls for a personal visit.

I. Control of communication and deletion of some parts of the message, lead to difficulty in understanding the intended or purpose of the communication process. The control process exists in each organization, and the greater the degree of control as a result of passing to different administrative levels, the greater the likelihood of deleting more parts, leading to the vagueness of the message and the difficulty of understanding.

Objectives of administrative communication:
(Tabash, 2008) noted some general objectives of administrative communication, including the following:
1.Provide employees with the information they need about work procedures and practices to carry out their business tasks to the fullest extent possible.
2.Put all accurate information and data in front of decision makers in the various implementation sites and leaders so that they can make sound decisions.
3.Assist the Department in carrying out their main work in the formulation of the Organization's policies and plans.
4.Facilitate the decision makers in the organization to communicate their guidance, ideas and advice to the employees, while enabling the employees to communicate their suggestions, views and views to the leaders.
5.Provide the positive atmosphere that the employees wish to accomplish and organize leadership and guidance of human, technical and financial resources.

Components of effective communication:
The effectiveness of communication depends on several factors or elements, The following are the most important elements (Qayad, 2001)
First: Listening:
It is meant to listen to others with understanding, literature, respect and non-boycott, and to assimilate the messages that express them in a verbal and non-verbal way.
(Qayad, 2001) points to studies that show that (75%) of human relationships can be built through good listening skills, and that we use only (25%) of our listening abilities.
The listening of the manager to his staff is one of the most important elements of effective communication. By listening, the manager can identify what the employee wants to say. The employee has the opportunity to express himself fully. The manager's listening to others ensures the effectiveness of the decisions he makes, Through verbal conversation.
The Director's attention to his staff does not mean in any way that he should refrain from talking to them, but that the manager should give the employee an impression of his commander's listening to everything he says and understanding his words and interest in him.
(Kanaan, 1983) points out that studies have found that one of the most bad habits of listening that leaders should avoid: informing the staff member that what he or she is saying is not important (by engaging in a telephone conversation or signing letters), criticizing his way of presenting the subject, And to provoke him and try to evade the problem that he presents, and his boycott to give his view is, and change the talk suddenly and without reasons, and not to provide the opportunity for quiet sessions that allow the employee to reflect on what he thinks.
(Qayad, 2001) emphasizes the need for the director to eliminate obstacles that affect listening, using the following methods:
1) Use of the disclosure policy:
Give the appropriate speaker the appropriate respect, attention and reactions and remove obstacles and barriers and not jump to the generalizations incomplete or rapid impressions before giving him the full opportunity to talk and absorb the message he wishes to deliver.
2) Use appropriate sign language:
The smile and the eyes of the speaker and moving the head approval, and encourage the continuation of the talk, and use the appropriate hearing that the speaker feels comfortable and calm, and reduce the voice, and ask the appropriate questions that make the spokesman expresses himself .. Why ... How? .. What do you think ? What are your reactions towards?
3) Using the policy of understanding others:

By providing the necessary respect, good listening and appropriate responses, so that the director can disperse the ability or desire of others to the opposition and makes them in a position closer to persuasion in his view and influenced by what he says, or at least the need for neutrality.

Effective communication steps:
The nature of the work and the tasks of the school principal differ from other managers. He often deals with the human side more than the other aspects. He uses his communication more orally than other means (spoken word), and therefore his priority in communication skills is concentrated in the skills of listening and speaking set fifteen guiding steps to help the manager to be connected to a more effective and effective master. These steps are (Qayad, 2001) :

1) Check the feasibility of communication: ask yourself before entering into any communication process: What is the purpose? If its goal is clear and worthy of follow-up, contact here is required, otherwise it would have been better left.

2) Expand your thinking: Remember that words are symbols and the more we know and know about the issues you talk about, the greater our ability to influence and persuade.

3) Listen carefully and comprehensively to the message that others convey to you: Look for all your meanings, and do not limit your focus to a few words of the message, what these words mean to you may differ from what it means to someone else.

4) Always keep the message source in mind: the better you know the caller, the better you will be able to assess the message and the motivation behind it.

5) Design your message in proportion to the listeners: Choose the words, concepts and ideas that make them interact with you based on what they carry from the background and knowledge.

6) Ask questions then let the speaker assure you that what I understand is actually true.

7) I know what you are going to talk about: influencing others and persuading them what you want must be based on good knowledge and strong ability of the subject.

8) Be clear and specific: Do not revolve around the subject by talking in general ambiguities, if you speak a general talk, you have something specific to clarify your intent.

9) Do not lighten the words: I do not know: Many of us know little about the world in which we live, and pretending to answer or fabricate only doubles the problems of ignorance, and an old Imam of the imams said, "I do not know half the flag."

10) Remember that anything that reaches others is a means of communication: the sending party is not much interested in detail, the care of accepted formalities and without exaggeration, tone of voice, height, unity, and silence are all means of communication that you have to keep in mind so that you will not be in trouble Wrongly wrong.

11) Stay away from standing in a trap (either / or): because many things in life do not fall under the category of black and white simply.

12) Turn to those you talk to in Entebbe: If you devote time to communicating with someone, give them attention and attention. To participate in it when you see it as an interest in the communication process.

13) Do not interrupt the other person: The boycott is to inform the other party of the following phrase: "Please shut up. What I will say is what is most important."

14) Try to put your thoughts in the right place and time: The location and frame of mind that you are with the other party greatly affects the good reception and acceptance of your opinions.

15) Make sure that face-to-face contact is a continuous process: studies suggest that sending one message means that at least six different messages are implicit:

-What do you mean?
-What you actually say.
-What the other person hears.
-What the other thinks he hears.
-What the other says.
-What you think the other person is saying.

Digital Communications:
Digital communications play an important role at present and are expected to replace representative communications in the next decade because they are less noise-sensitive and can be reconstructed by repeaters that generate a new signal free from deformation on the other hand, Digital and cheap prices such as processors and digital circuits. The first step to transform the analog signal into a digital one is to use signal switches from analog to digital, quantifying the signal according to their levels and by encoding each level to its numerical equivalent. It is noteworthy that there are a lot of switches, the most important serial and parallel and those that work the principle of counting.

Communication networks are one of the most important elements of communication, at the present time, which allowed the exchange of information locally and externally to take this information in different forms in terms of quality and applications resulting there from. Wide networks and local communication networks. Wide networks are public networks that connect different countries and cities and allow different systems to communicate and reconcile. They are generally composed of telephone networks and their interconnects and the systems they include, such as satellite communications satellites. As a result of the need to connect incompatible networks, protocols have been developed to regulate, coordinate and harmonize these communications. Local networks are a system of communication at limited distances that allows any connected medium to transmit digital information in nature. The exchange of audio and video information is expected to become possible in the near future as a result of the tremendous development of computers, peripherals and electronics that have contributed significantly to the development of this important area of communications science. Examples of communication networks are the commonly used computer communications network, the most important elements of which are telecommunications lines that are cable, telephone lines, fiber optic and network connectivity cards to enable computers, peripherals and software to interact with each other and the network server, Local computers for the management and organization of the network, as well as the ability to large-scale storage of software and applications and data used across the network, and there are a lot of storage devices and work stations are connected peripherals on the network, B or ends or printers enable investors to use all means in the network can participate and with organized labor at the same time for storage and programming know terminals as well as other multiple tasks. The local communications networks take different forms in terms of physical, linear and virtual connections, and organize multiple "protocols" that can detect possible network failures in terms of allowing each terminal to send, receive or request information from the network server or detect any emergency malfunction on one of the terminals Or asynchronous use of network resources. (http://www.startimes.com/?t=29290210 (21/1/2017)).

Communication systems:

Telecommunications systems work to collect, transport and distribute various kinds of information at high speed between sources of information and their receivers ranging from several meters to reach hundreds or millions of kilometers, such as communications systems used in space exploration

The types of communication systems vary in the variety of information or data to be transferred or the distance through which this information will be transmitted. We note four main types (Couch, I. and W. Leon, 1990):

1.Network systems: The network consists of a large number of subscribers so that any of them can contact any other subscriber on this network to exchange information with him where each subscriber has its address specified as in telephone networks or the Internet

2.Broadcast systems: where information is transmitted from one transmitter only to a large number of receivers such as terrestrial and satellite broadcasting systems

3.Messaging systems: the transfer of information between two points fixed or mobile as in satellites

4.Information collection systems: Gather information from a large number of transmitters and receive them such as radar, air monitoring systems, and protection and surveillance systems.

The main components of the communication system (Shreiteh, 2009) are:

1.The sender: The first step in which the information passes through its form and type in the beginning, but soon emerges from the transmitter in the form of an electrical signal, the information may be in the form of mechanical waves transmitted through the events of compression and disintegration in the air, such as voice signal. Such a signal consists of mechanical waves that need to be converted into an electric form so that they can be manipulated. The transmitter consists of a number of electronic devices that contribute to the transformation of the information into the electrical form, which consists of:

•**Switch**: This device converts physical signals (sounds, lights, motion pictures ...) into electrical signals that can be processed by electronic circuits. In a broader sense, this device converts changes in physical quantities such as pressure and brightness to an electrical signal.

•**Encoder**: exists only in the case of digital systems. The encoder divides the information into a number of parts and each part is marked with a string of logical '0' and '1'. Thus the information becomes digital.

•**Modulation**: An adjustment is made to the signal before sending.

•**Feed circuit:** The transmitter needs, as in any electronic system, regardless of the technical field in which it is concerned, a feeding circuit to provide electrical power to the electronic elements and devices in it.

2.Transmission channel: is simply the physical medium that forms the link between transmitter and receiver. It also forms the way in which the modified carrier signals to reach where we need to send the information. There are two types of transport media. The first type is directed at any medium of wire transmission. There are also many types of wires to be transmitted from conventional copper wires to supporting wires such as cables and fiber optic cables. The second type is not directed at the center of wireless transmission by sending different types of radio waves or waves microwave or other through the air, ie air and atmosphere, which represent the conveyor channel in this case.

3.Reciever: The function of the receiver is very simple and it converts the incoming signal into two signals. The first signal is the information and the other signal is the carrier signal. The information is converted from its electrical form to the original form it was in before transmission. The receiver consists of a number of electronic devices.

It consists of:

•**Decoder and reverse:** The modified electrical signal is inserted into this device to separate the carrier signal from the information. This device is designed according to the modulation principle used in the transmitter. In general, the decoding process is performed by multiplying alternating signals that match the carrier signal in the incoming signal, and then extracting the required base signal using the filters

•**Decoder**: Available in the case of digital communication systems. The decoder acts as an inverse of the encoding process in the transmitter and converts the digital signal stream, ie the bits from 0 and 1, to an analogue signal that composes the information to be sent at the end. This device is called analogue digital switch.

Its function may be to convert an electrical signal to a physical signal that a human perceives (voice, image, ...) in the case of voice or visual communication.

The complexity of the communication system and its components varies according to the distance between the transmitter and the receiver and the type of communication technology (digital or analog) in addition to the type of information transmitted:

1. Audio signals: These are all sounds that the human ear can hear.

2. Visual Signals: All the animated scenes that the human eye can see.

3. Read Signs: Include all written, readable or cameraman.

4. Data signals: include signals generated by computers, instrumentation, control and radar. Where the transfer of the physical amount of information to an electrical effort using the so-called converters such as microphone and video camera where the microphone converts the changes of air pressure caused by pressure changes to an electrical signal called the analogue signal and then transfer this information must be converted to be suitable for the future system and here comes the role of process Modulation as this process matches the characteristics of the electrical information signal with the characteristics of the communication channel and exploits the entire channel range by sending more than one information signal on it.

Digital transport and its importance:

Digital transmission is the transmission of digital pulses from a communication system in which the source signal can be digital or representative. It must be converted into digital pulses before transmission. Digital transmission needs a physical medium such as wires or cables ... to connect the two points between the transmitter and the receiver, As in wireless communications (Haykin,S.S., M., & T. Song, 1989).

Digital signals are characterized by some things that make them used in communications and data transmission.

1. It is suitable for handling and storage where analogue signals cannot be stored.

2.The possibility of changing the speed of digital signal transmission easily for compatibility with different hardware environments.

3.Ease of use of the same digital equipment, especially computers to deal with different types of information signals that take the same form, a series of zeros and units, which led to the integration of communication technology and computers in one technology.

4.Compensability because of the ease of disposal of duplicate information, which greatly reduces the space that this information occupies on the communication channels.

5.Easy encryption, which greatly reduced the risk of eavesdropping information of various kinds.

Digital transport includes several techniques (Shreiteh, 2009):

• PCM encoded pulse modulation.

• DPCM differential encoders.

• Delta DM modification components.

Administrative Transparency:
The researchers addressed the concept of transparency with a view to reaching a clear meaning. According to the UNDP / POGAR definition, transparency refers to sharing information and acting in an open manner. It allows those who have an interest in the matter to gather information on this matter, which may have a crucial role in the detection of the disadvantages and protection of interests. Transparency systems have clear procedures for public decision-making, open channels of communication between stakeholders and officials and a wide range of information accessible to the public. (Moaket, et al., 2007) It means in the English dictionary:

An honest way of doing things that allows other people to know exactly what you are doing. It also means allowing light to pass through. (Longman business English Dictionary, 2009: 559).

Any honest way of doing things that enables people to know exactly what you are doing. And refers to what can be seen through it. Transparency means providing the same information to all individuals. Making things transparent means eliminating the disparity of information by providing similar information to those who cannot access it, which contributes to individuals not being opposed to change (Breton et al., 2007).
Administrative.

Transparency involves the development of a code of conduct that creates trust and affirms the importance of transparency in:
1.One of the most important elements of the success of sustainable development, because it provides work in an environment that is fully transparent and leads to the quality of human and institutional performance and thus enables the movement of progress and the advancement of society. (Tukhi, 2009).
2.Participate in decision-making, educate citizens and inform them of the options available, and achieve justice in evaluating performance and access to the so-called open system, a mechanism to achieve accountability. (Subaie, 2010).
3.Combating corruption in all its forms and forms. The transparency and lack of interpretation of legislation helps to prevent deviation and limit the possibility of penetrating it (Kharabsheh, 1997).
4.Achieve employee integrity transparency, avoid personal judgment in interpreting laws and regulations, expand decentralization, simplicity of organizational structure of institutions, ease of delivery of information from top to bottom and feedback (Kharabshe, 1997).
5.Transparency is required in the administrative organizations between the leaders with some of them on the one hand and between the leaders and employees under their management on the other so as not to be ambiguous organization in their directions (Rashidi, 2007).
6.Administrative transparency, the policy of openness to employees, participation and the availability of information make employees more confident in their ability to influence the results of the business, and turn their attention from focusing on achieving the needs of safety and self-esteem to attention to performance and production.
7.Administrative transparency contributes to the success of development and change plans.
8.Administrative transparency promotes self-censorship where individuals working in administrative systems applying the concept of administrative transparency are more independent while carrying out their duties (Hoffmeister, 2001).
9.Develops the functions of administrative units from specialized administrative units, to teams that perform their functions better, clearer and more transparent (Louzi, 2002).

10.Transparency is safer for workers through the control of micro-state bodies on all elements that cause any kind of risk (Garsten & Montoya, 2008).

principles of transparency:
The principles of transparency are as follows (Tukhi, 2002):
1.Administrative clarity: The organization should disclose its administrative procedures and processes through the administration's commitment to announce the legal and realistic reasons for the decisions.
2.Cost of living allowance for workers.
3.Information for all employees: Everyone should know the overall objective and sub-goals of the organization.
4.Accounting for all employees: that everyone understands the financial aspects, and that everyone speak the language of numbers.
5.Enable employees to make decisions.
6.Financial transparency of the employee: clarity of the financial position of the employee and ensure that the page is free of bribery.
7.Control of all and everyone: the existence of a mutual control system, and a double assessment of performance.
8.Responsibility of all: Determining the collective responsibility of the teams, in addition to the individual responsibility, which makes all employees keen to achieve the goals planned and respect for procedural and legal legitimacy.
9.The right of others to know what is going on in public organizations.

Management Transparency Levels:
The levels of administrative transparency are as follows (Elayan and Jarrar, 1997):
1.**Self-level:** At this level, transparency of administrative procedures requires the following dimensions:
A-Organizing awareness programs for the employee and citizen about the nature and functions of the department and the duties that the employee and the citizen should perform.
B- Install all stages of completion of transactions on all models necessary for that.
C-The selection of employees shall be based on scientific bases and criteria, far from means and favoritism.
D-To adopt efficiency in appointments and promotions, subject to review and supervision and to be transparent.
E- Encourage and oblige individuals to work as a team.
F- To assert the principle and tools of accountability.
G-Performance assessment covering all administrative levels.
H-Correcting a public performance evaluation process.
2.**Holistic level:** At this level, administrative transparency requires the following dimensions:
A-The commitment of the government and higher administrations to the principle of the rule of law.
B-Organizing a regular meeting of the central bodies concerned with governance and control, to be characterized by:
-The spirit of participation and dialogue.
-Distance from the philosophy of direct guidance.
-Presenting his work and results to the public.
-Identification of coordination and follow-up mechanisms.

C-Establishment and development of information centers and documents of the State legislations in its public and private sectors, and putting its assets at the disposal of all.

D-Activating the role of civil service bodies, auditing and accounting, financial departments, budget and procurement, justice and security in evaluating the performance of senior administrative leaders within an agreed program committed by all different bodies and institutions.

E-Conduct regular and regular meetings between the central organs of the public administration, the supervisory bodies, meetings where the maximum level of transparency is available, in order to facilitate the work of these units and avoid irregularities and administrative corruption in its forms.

Problems with administrative transparency:

There are problems that hinder the achievement of administrative transparency efforts, and these problems are:

1.The continued implementation of old systems and the routine and complexity of procedures, is an obstacle to administrative transparency, so administrative reform and development of all management operations must be carried out before the implementation of transparency in management. (Louzi, 2002).

2.Transparency may be subject to certain violations and violations by some through inaccurate or improper disclosure of information and data or exploitation of information by the user or those who disclose them to achieve their own objectives in case they conflict with the goals of the organization. (Fung, et al, 2007).

3.The difficulty in prioritizing the objectives to be achieved is one of the most important obstacles to administrative transparency. It requires clarity and objectivity. Therefore, the multiplicity of objectives and their overlap make it very difficult to set priorities for implementation, which impedes administrative transparency.

4.Duplication and confusion in the process of modernization and development, lead to the fragmentation of efforts and lack of coordination between the organs of management. (Louzi, 2002: 153).

5.Negative legacies of previous regimes that require long-term treatment before starting to advance society and its institutions.

6.Misinterpretation of information by its users, which may be due to the intended bias, but the atmosphere of democracy and the possibilities of disclosure and accountability can address such abuses within the framework of the legal and judicial system. (Shummari, 2002).

There are also problems hampering the achievement of administrative transparency efforts:

1. Continue to apply the old systems and routine and complexity of the procedures, so must be the administrative reform and development of all management processes (Louzi, 2002).

2. Transparency may be exposed to some abuses by some through the inaccurate disclosure of information and data or the exploitation of information by the user or those who disclose them to achieve their own objectives in the event they conflict with the goals of the organization (Fung, et al, 2007).

3. Difficulty in prioritizing the objectives to be achieved, which impedes administrative transparency.

4. Duplication and chaos in the processes of modernization and development, lead to the fragmentation of efforts and lack of coordination between the organs of management (Louzi, 2002).

5. Negative legacies of previous regimes that require long-term treatment before starting to advance society and its institutions.

6. Misinterpretation of information by its users, which may be due to the intended bias, but the atmosphere of democracy and the possibilities of disclosure and accountability can address such abuses within the framework of the legal and judicial system (Shummari, 2002).

Ways to improve transparency in organizations:

1. Reformulation of internal laws and regulations: The revision of regulations, laws and regulations, and the attempt to ensure the highest degree of transparency, means more practice and proper democratic control. (Hilal, 2010).

2. Educational programs for new employees: This should be done by working to raise the awareness of the employee and increase his knowledge of the organizational and administrative dimensions, while giving importance to the definition of his duties and his functional rights, and to give a clear and honest picture of the institution, its objectives and programs, its activities and administrative levels and organizational structure. , Regulatory manuals, and other matters of interest to the new employee who are working to integrate it with the new work environment. (Abu taha, 1997).

3. Communications and circulars: This shall be done through the issuance of communications and circulars that relate to the employees' policy and application, or the work policy and procedures, when making changes or modifications to previous policies. Also, the issuance of communications and circulars in the event of the issuance of new regulations or laws or instructions relating to employees and work within the institution. (Abu taha, 1997).

4. Activate the role of the committees: especially those committees and groups assigned to the control; there should be a separation between those who monitor and those who manage. New systems must be adopted in the management of organizations and enterprises that strengthen ethical management practices and commitment to community values in the performance of various functions. (Hilal, 2010).

5. Effective management strategies: the education and training strategy, reward and reward strategy, and the strategy of rapid, direct and effective punishment (Hilal, 2010).

6. Emphasis on transparency through religious values: This is through linking the violation of procedures and methods twisted and unclear, non-disclosure and concealment of information to the teachings of heaven. (Hilal, 2010).

7. Creating the working environment and climate for transparency: This can be achieved through the formation and management of the team, and the dissemination of the team spirit in the staff, and try to link the personal interests of individuals with the general interests of the organization or establishment and not rely on slogans, follow-up and supervision and guidance periodically and continuously, Effective (Hilal, 2010).

8. Feedback with subordinates: by explaining the reasons and motives of decision-making (Hilal, 2010).

The basic requirements for administrative transparency:

1. Commitment to openness, transparency and honesty with respect to the organization, its mission, policy and activities at all administrative levels, in a manner that allows serious accountability to the organization and its employees in all its transactions and with the parties involved.

2. To work, within clear and declared procedures, to adopt positions related to the Organization's financial and development policies and policy positions within explicit ethical policies guiding strategic options.

3. To adhere to a clear publishing policy that includes the preservation and documentation of all matters related to the establishment of the institution and its work, through the issuance of resolutions of the board of directors or regulations and procedures approved and clear with regard to the dissemination of oral, written or electronically stored information.

4. Undertaking to provide the correct information to the public at the highest level of accuracy by allocating a department or unit or at least one person to carry out this task to provide the channel of communication institution to the public and take the procedures to ensure the preservation of records and information related to the work of the institution to ensure the accuracy of information and honesty and ease of operation View, analyze, and submit information to applicants in clear and structured procedures

5. Undertaking to maintain the confidentiality of personal information relating to the affairs of employees and customers, unless the persons concerned have relinquished this right or require the disclosure of such data.

6. Adopting written and publicized procedures that protect the human resources of the institution from non-professional practices, including recruitment, evaluation, training, promotions, pay scales, beneficiary selection mechanism, and network of relationships. Openness.

Administrative corruption:

Corruption is a phenomenon that most societies suffer from, but it is a global phenomenon that is experienced by all countries, even the most transparent and democratic, but this disease is uneven and spread among countries. It is seen in many developed countries as a partial and limited phenomenon. Such as Nixon, Mitterrand, Clinton and others. In addition to the levels and quality of educational programs, the degree of religious influence and national loyalty, the stages of administrative and organizational modernization, and public administration systems, these factors are different from one society to the next, depending on a range of interrelated and different factors, primarily political, legal, social, judicial and cultural. Overlapping environment creates either an environment burdened with corrupt practices, or a society that rejects such practices.

The concept of corruption:

There is no specific definition of corruption in the sense in which the term is used today, although most experts agree on the link between the meaning of corruption and what is bad in general. There is no comprehensive definition that contradicts the nature of corruption. Political and social, is influenced by a set of interrelated factors, which may vary from society to society. Accordingly, corruption differs from one country to another and from one society to another. It is also linked to the angle in which corruption is perceived, which is based on values that may differ from one society to another, The process of characterization and definition of corruption is also affected In the scientific field and the perspective from which the researcher is based. For example, political financing measures that are legal in a particular country, such as: (campaign financing for political candidates), may be illegal in another country. In some countries, police forces and prosecutors may have broad powers to charge , Which makes it difficult to draw a line between the exercise of powers on the one hand and corruption on the other. In some countries, practices that constitute political corruption may become legitimate and legal practices in other countries (Masri, 2010) Depending on the culture and values of societies, Bribery in a society is a punishable crime, while it may mean a gift in another society, and the official or political leader who helps friends, supporters and family members may be good and commendable in some societies and deserving punishment in other societies (Akraman, 2003).

The manifestations of corruption:

Corruption takes various forms and manifestations, which can be summarized as follows:

-The manifestations of bribery and embezzlement among small or senior employees or their clients, such as forgery of official papers, the transmission of false news, cases of transfer of contracts or contracts of supply to persons very close to the officials, without taking competitive bids or through sham competition, For the purpose of personal material benefit, or for political benefit, and interference with the functioning of the judiciary.

-Poor performance, which is one aspect of administrative corruption.

-Neglect in the public duty, negligence and failure to perform correctly, and the negligence of the employee and lack of sense of responsibility entrusted to him to reach the goals, which harm the community, and causes him harm. Some studies on the subject of corruption considered mismanagement and chaos and neglect, This form is an unintended corruption that does not have bad faith or corruption. It is classified as corruption, since its results are not very different from the results of corruption in terms of causing economic and social harm to the citizens (Abu Arafeh, w.d).

Corruption may take the form of bias and discrimination among citizens, because of religion, race, friendship or kinship, or influence on the judiciary and the judiciary, including manipulation of judicial and legal proceedings.

-The blatant form of corruption is usually the embezzlement of public resources, directly or indirectly or in ways that diverge, and the impact of this form of corruption depends on the size, quantity and frequency of embezzlement.

Corruption may be individually practiced by the individual on personal initiative and without coordination with individuals or other bodies. It may be practiced by a group in a systematic and coordinated manner. This is the most dangerous type of corruption, because it permeates the entire structure of society politically, economically and socially.

Effects of corruption:

Corruption is not limited to one aspect of life, as it can penetrate the economic, social and moral aspects, leaving its destructive effects on these various aspects. Corruption involves a great deal of danger, which affects all these aspects of systematic destruction of the people's ethics, And the failure of its development, to the disappearance of the principle of equal opportunities and the spread of waste, misappropriation of public funds, nepotism, nepotism, forgery, lying, hiding documents, smuggling of national wealth ... etc., which leads to a severe collapse in the social and cultural environment, Citizens corruption As a way of working, a way to gain benefits in society, where the moral fabric of society begins to collapse, and corruption becomes socially acceptable, transformed from a mere phenomenon into a system and way of life.

Corruption damage:

The most important corruption damage can be summarized as follows:

1.The negative impact on the process of development and development, because development and development means goals and alternatives in order to achieve the basic objectives. Corruption impairs development efforts and prevents the achievement of the basic objectives of development, where corruption is a failure to achieve the goals that governments seek to achieve, especially in the criteria of public service decision-making, because corruption leads to failure to achieve the achievements and make the specific objectives and personal and factional are present During the process of development planning, as well as weak investment and the flight of funds outside the country, and the consequent lack of employment opportunities and increase unemployment and poverty (Mohammad, w.d).

2. The waste of public funds of the State through illegal payments, and therefore corruption represents an unfair distribution of State resources, from general objectives to special objectives. In addition to the rise in the cost of the public service in terms of increasing the cost of performance, It would have been better to invest them in projects that serve the citizens.

3.Corruption encourages corruption, where senior employees are supposed to set an example for young employees. If they are corrupt, this causes small employees to be corrupt, and senior employees lose the moral justification to hold corrupt young people accountable for their corruption. Some studies have pointed out that corrupt leaders usually seek to surround themselves with a limited number of trustees who have full personal loyalty to them, to help them obliterate their corruption, and instead of serving as role models for other young employees, they become a role model. By junior staff in the practice of corruption.

4. With corruption, it is difficult to talk about planning for the future. In the case of people who practice corruption, their interests will be present in any future planning process, which will eventually disrupt the development efforts and the imbalance of economic reform processes that deviate from their natural course. .

5.Corruption leads to questioning the effectiveness of the law and the values of trust, honesty and sincerity, as well as its threat to the public interest, by contributing to the creation of a value structure reflected by a group of corrupt elements or so-called public beds. (Najjar, 2005).

6. Corruption is reflected in the damage to prestige and the rule of law, which in turn leads to the disruption of the social and cultural environment, and the deviation of methods of dealing and life in a way that threatens the moral fabric of the society where injustice prevails and the lack of proper behavior. Judicial decisions are also subject to political manipulation, Tags (Musawi, w.d).

7.Corruption undermines the legitimacy of the state and paves the way for unrest and unrest that threatens security and political stability, as in Indonesia, Nigeria, Argentina, Peru and other countries. Corruption also leads to increased conflicts and disagreements in the state apparatus between different parties in order to achieve the private interest at the expense of the public interest. Political parties become special care operations that serve the personal interests of leaders (Johnson, 2006), which negatively affects the political system and weakens its democratic structure, The right to equality, equality of opportunity, freedom of access to information and freedom of information (Abu Diya, 2004) is the main cause of the rights of citizens, especially their right to access to public services, freedoms and political rights.

8. Corruption affects the spirit of initiative and innovation and weakens efforts to establish new investment projects. The most important risks of corruption are the change of motivations and behavioral motives. There is a kind of non-productive, quick-profit activities, as well as waste of potential productive potential through Efforts to pursue and follow up on corruption, which have a large proportion of resources, lead to the spread of despair among citizens and the spread of frustration that negatively affects work and creativity (Ali & Tut, 2005).

Corruption also contributes to the spread and consolidation of the values of selfishness, contempt of work, competence and efficiency as the main source of wealth, and as a value and standard of conduct, spreading to corruption, fraud, fraud and dodging. All this leads to political and social instability. The list replaces them in positions of power, corruption and corrupt wealth (Bilal, w.d).

9. Corruption increases the power of the wealthy and increases the gap between the classes, negatively affects the poor segment of society and increases the percentage of the marginalized politically, economically and socially, thus contributing to creating a state of social tension that threatens the stability of society.

10. The influence of corruption affects the various media, so that it adapts to the special requirements of the spoilers. This makes the media far from their role in raising awareness and fighting corruption. They become part of the supporting machine supporting corruption and remain weak (Mohmmad, w.d) .

11. The poor performance of public institutions in the state, corruption contributes to the erosion of the administrative apparatus of the state, and deflect those responsible for the performance of their functions and distracting the work and other practices that benefit them, declining priorities for development and public service to rank late in the ladder of attention in favor of other negative priorities.

12. Corruption undermines the desire of citizens and their participation in political participation, as a result of their lack of conviction of the integrity of officials and the lack of confidence in public institutions and state bodies. Corruption thus contributes to distracting public attention from public issues (Abu Diya, 2004).

13. Corruption leads to the destabilization of moral values and harms the value system of society, based on honesty, honesty, justice, equality, equality of opportunity, etc.,

contributes to the low level of professionalism in the work, and the spread of indifference and irresponsibility, negative intentions of individuals in society and contributes to creating a favorable environment. For the spread of crimes, because of the imbalance of values and unequal opportunities, and the sense of injustice in the majority, which contributes to the social tension and hatred between the social strata, and thus the weakness of social stability (Abu Diya, 2004).

Factors contributing to the spread of administrative corruption:
Factors that contribute to the spread of administrative corruption can be:
1. Economic transformation and market liberalization.
2. Lack of accounting and control systems or lack of faith in them.
3. Low government wages.
4. Social relations and nepotism.
5. Monopoly positions.
6. Confidentiality and confidentiality.
7. Breach of laws because of inaccuracy.
8. Privacy.
9. Political support.
10. Customs and traditions.
11. Non-compliance with the ethics of public service.
12. Non-compliance with the principles of transparency and the level of spread of forms of administrative corruption.
13. Absence of the element of self-censorship, and the lack of incentive measures.
14. Poor economic, political and social development.
15. Lack of clarity of laws and regulations.
16. Lack of effective control.

Mechanisms to address administrative corruption:
Administrative corruption can be addressed by:
1. Ensuring the dissemination of work ethic and the promotion of self-control, focusing on the appropriate salary with the necessary bonuses, promotions and incentives.
2. Develop and develop training programs for staff in the fight against corruption.
3. Defamation and publication of cases of administrative and financial corruption.
4. Follow-up deviations in performance of the most effective methods in the fight against administrative corruption.

Previous studies:

In the review of educational literature, the researcher found some studies on digital communication and administrative transparency. (Fairbank and others, 2003) examined the requirements for stimulating creativity by proposing a system for managing employees based on computer communication system, And the use of the documentary descriptive approach. The study found several results: The operation of the information system (IS) on the basis of the staff proposals is based on a motivational basis that encourages the creativity of the employees by convincing them that they are sources of And the need to provide a communications infrastructure to enhance the free flow of information and ideas The study also showed that the shift from the system of proposals of ordinary employees, which relies on proposals boxes to the use of advanced systems and computer technologies, leads to support communication and decision making by facilitating flow To work cooperatively and to support collective decision at the level of the organization, and to provide the principle of justice by providing the opportunity to participate by expressing opinions to all units, encouraging timely response, presenting original and useful proposals, T hinder the communications and decisions, such as the hierarchy of the authorities, and the improvement of the submission of proposals.

(Lami, 2009) conducted a study aimed at identifying the reality of the use of computer applications in school administration from the point of view of secondary school principals and their agents in Al-Khobar Governorate. The study sample (33) managers and (63) agents representing (80%) of the original community of the study, the researcher used descriptive analytical method, and used the questionnaire tool to study, the study reached a number of results, the most important: There are real practices by school principals and their agents for their administrative work through the use of highly computerized administrative applications (2). There is a real contribution made by current computer applications to school management, and to a very high degree. The need for current computer applications for further development and upgrade, to suit current school management requirements. Shortages of the role of competent authorities, and related to the development of the skills of managers in the use of computer applications and upgrading.

(Norman et al., 2010) conducted a study aimed at identifying the impact of transparency on the level of confidence of the subordinates in the president and their awareness of its effectiveness. The study sample consisted of (304) randomly selected participants in Collarado, USA, to test the hypotheses of the study. The study found the following results: (1) The level of transparency of the president and the level of his positive psychological abilities affect the degree of confidence of the subordinates and their awareness of its effectiveness. The workers are more confident in the manager who trusts their decisions and provides them with the information needed to make decisions. The main challenge is not to focus on competing organizations but on workers in the first place, workers may pose the greatest threat to the success of the organization. (4) The managers' sense of trust results in positive satisfaction, commitment, and a distinct level of performance. (5) The administration that deals transparently in its relations with the external public has a good reputation.

(Harb, 2011) study aimed to identify the reality of administrative transparency and the requirements of its application to senior management in the Palestinian universities in the Gaza Strip, and to determine the existence of statistically significant differences in the responses of the respondents between the information system, administrative communication, administrative accountability, The study used the descriptive analytical method. The study was applied to a random sample of the study population of (205) employees in administrative positions at the Islamic University, Azhar University and

Aqsa University. The most important results of the study were: (1) an obligation to exercise administrative transparency at an acceptable level among administrators and academics holding administrative positions in Palestinian universities; (2) a statistically significant relationship between the fields of study and the reality of administrative transparency in Palestinian universities; (4) There were statistically significant differences in the response of the surveyor (4). There were statistically significant differences in respondents' response to the reality of administrative transparency and their application requirements in the areas of administrative communication, administrative accountability, participation, (5) high degree of approval by the sample members that the information system in the Palestinian universities provides reliable and accurate information in accordance with current and future business requirements, and (6) Approval by a good degree by the sample of the sample of the study on the availability of clear, declared and easy to use work procedures that allow the termination of transactions without complication. However, there is insufficient attention by the Palestinian universities administration to adopt the idea of issuing new laws and instructions that guarantee their rights. The sample of the study was approved for this paragraph within the intermediate grade.

Comment on previous studies:

After the previous review of previous Arab and foreign studies, the researcher concluded that the subject of digital communication and the use of technology in public institutions has received the attention of researchers because of its accuracy and speed in performance and motivation for creativity such as the study (Fairbank & Others, 2003). The studies dealt with the use of computers in school work Such as (Lami 2009) study, how the studies examined the importance of administrative transparency in public institutions and their prominent and effective role in achieving integrity and justice such as (Norman et al, 2010) study. Other studies dealt with the application of transparency in public institutions, such as (Harb, 2011) study. The researcher benefited from these studies in identifying the fields of study, their variables and the statistical methods in analyzing their results, as well as in constructing the items of the questionnaire and its fields and paragraphs. It also benefited from the conclusions, recommendations and suggestions presented by these studies. These studies have enriched this study with the expertise contained therein. Perhaps the most important feature of this study is that it is meant to know the reality of the application of digital communication and its role in enhancing administrative transparency from the point of view of the principals of public schools in Hebron governorate. This subject has not been dealt with in this way in previous studies - to the best of the researcher's knowledge - The reality of the application of digital communication and its role in enhancing administrative transparency from the point of view of those who influence and are affected by the administrative and educational process, which positively affects the educational process.

Field study:

Study problem and questions:
The organizations seek to promote the principle of administrative transparency in their corridors. As digital communications provide the necessary and clear data and information that lead to enhancing transparency, the researcher saw the reality of the application of digital communication and its role in enhancing the principle of administrative transparency from the point of view of the principals of public schools in Hebron. The study problem can be identified by the following questions:

Question 1: "What is the reality of the application of digital communications in public schools in Hebron governorate from the point of view of school principals?
Question 2: What is the role of digital communication in enhancing administrative transparency from the point of view of the heads of public schools in Hebron?.
Question 3: Does the role of digital communication in enhancing administrative transparency differ from the point of view of the heads of public schools in Hebron governorate, depending on the variables: (gender, scientific qualification, years of service, directorate)?
Question 4: Is there a relationship between the application of digital communications and the enhancement of administrative transparency from the point of view of the heads of public schools in Hebron?

Hypotheses of the study:
To answer the study questions, the researcher formulated the following hypotheses:
*There are no significant differences at the level of significance ($\alpha \leq 0.05$) in the role of digital communication in enhancing administrative transparency from the point of view of the principals of public schools in Hebron due to the variables: (gender, academic qualification, years of service, Directorate).
*There are no relationship at the level of significance ($\alpha \leq 0.05$) between the application of digital communications and the enhancement of administrative transparency from the point of view of the principals of public schools in Hebron.

Study variables:

First: demographic variables:
1. **Gender**, have two levels: (male, female).
2. **Scientific qualification**, have three (Diploma, Bachelor, Master and above).
3. **Years of service**, have five levels: (less than 5 years, 5 - less than 10 years, 10 - less than 15 years, 10 - less than 20 years, 20 years and over).
4. **Directorate**, have four levels: (North Hebron, Hebron, South Hebron, Yatta).

Second: Independent variable: The role of digital communication.
Third: The dependent variable:. Enhancing administrative transparency.

Objectives of the study:
This study aims to identify:
1. The reality of the application of digital communications in public schools in Hebron from the perspective of school principals.
2. The role of digital communication in enhancing administrative transparency from the point of view of the heads of public schools in Hebron.
3. Differences between some functional and demographic variables in the role of digital communication in enhancing administrative transparency from the point of view of the principals of public schools in Hebron.

The importance of the study:
The importance of this study can be summarized as follows:
1. The results of this study may benefit officials of the Ministry of Education and Higher Education in identifying the reality of the application of digital communications in public schools in Hebron.
2. Clarifying the role of digital communications in enhancing administrative transparency may be an incentive for officials to promote digital technology in public schools in Hebron.

Limitations of the study:
Limits of this study are as follows:

-Objective Limits: The study deals with digital communication and its role in enhancing administrative transparency from the point of view of the principals of public schools in Hebron.
-Human Limits: The study is limited to the directors and directors of public schools in the directorates of education in Hebron who are on their job until the date (30-12-2017).
-Time Limits: The first semester of the academic year (2017/2018).
-Spatial Limits: Public schools in the directorates of education in Hebron.

Study terms:
The researcher will define the terms in the study according to the definitions in the Arabic and foreign references:
-Transparency: It relates to the first two aspects related to the clarity of work within the institution and the clarity of the relationship with the citizens who benefit from its services or who help in financing it. The second aspect concerns objectives, procedures and objectives that must be public and non-confidential. (Abu Diya, 2004).
-Digital communication: the transfer of information and ideas on a continuous basis between individuals and each other at all organizational levels between organizational managers and senior management and between staff and supervisors, ie (a network linking all members of the organization through various electronic means of communication). (Hanafi, 2002: 128)
-The director of the public school: A person with a scientific qualification in the field of general sciences or human sciences supervises the school from the administrative, technical and organizational aspects. He is responsible for improving the quality of education in the school in cooperation with the teachers and the school administration. Administrative and technical use of various techniques to facilitate and facilitate the work.

Methods and Procedures:

Study Population:
The study population is composed of all directors and principals of public schools in Hebron, with a total of (475) managers and directors.

Study Sample:
The researcher distributed the study tool to a random sample of the principals and principals of public schools in Hebron governorate. The sample size was (82) directors (17.3%) of the total size of the community. Table (1) shows the distribution of the sample members.

Table (1): Distribution of Study Sample Individuals by Study Variables.

No	Variables		Number	Percentage %
1	Gender	Male	30	36.6
		Female	52	63.4
2	Qualification	Diploma	1	1.21
		BA	73	89.24
		Master and above	8	9.75
3	Years of service	Less than 5 years	6	7.32
		from 5 - less than 10 years	8	9.76
		from 10 - Less than 15 years	18	21.95
		from 15 - Less than 20 years	20	24.39
		20 years and above	30	36.58
4	Directorate	North Hebron	25	30.48
		Hebron	15	18.30
		South Hebron	28	34.15
		Yatta	14	17.07

Table (1) shows that most of the sample members are female (63.4%) compared to (36.6%) male. The table also indicates that most of the respondents are BA holders, with (89.24%) compared to (9.75%) of the Masters and above, and (1.21%) of the diploma holders. The table shows that most of the respondents increased their service for 20 years by (36.58%), (24.39%) were from 15 to less than 20 years, (21.95%) were from 10 to less than 15 years old, (9.76%) were from 5 to less than 10 years, and (7.32%) had less than 5 years of service. The table shows that (34.15%) of the respondents were from Southern Hebron District, (30.48%) from Northern Hebron District, (18.30%) from Hebron District and (17.07%) from Yatta District.

Study Tool:
The researcher prepared a questionnaire to measure the "Application of digital communication and its role in enhancing administrative transparency from the point of view of the directors of public schools in the governorate of Hebron", based on the literature and previous studies. The questionnaire consisted of three sections:
Section1: Contains preliminary data on the school principal who fills out the questionnaire: (gender, qualifications, years of service and administration).
Section2: examines the reality of the application of digital communications in public schools in the Hebron governorate from the point of view of school principals. It consists of four main areas and (33) paragraphs dealing with the hypotheses of research and

answering the study questions.(Strongly Agree, Agree, Not Sure, Disagree, Strongly Disagree).

Section3: It measures the role of digital communication in enhancing administrative transparency in public schools in the Hebron governorate from the point of view of school principals. It consists of five main areas and (45) paragraphs dealing with the hypotheses of research and answering the study questions: (Strongly Agree, Agree, Not Sure, Disagree, Strongly Disagree), this questionnaire is broken down as shown in Table (2).

Table (2): Fields of Study.

No	Areas	Number of paragraphs
Part I:The reality of the application of digital communications in public schools in Hebron, consists of four areas:		
1	Technical resources	8
2	Electronic skill	9
3	Human Resources	6
4	Nature of communication	10
Total		33
Part II: The role of digital communication in promoting the principle of administrative transparency in public schools in the Hebron, consists of five areas:		
1	Communication system	12
2	Administrative communication	10
3	Administrative accountability	8
4	Participation	10
5	Working procedures	5
Total		45

Validation of the Tool:

The validity of the tool expresses the validity of the tool used to measure what is set for measurement. The researcher presented the questionnaire to a number of specialists and experienced in a number of Palestinian universities with PhDs and Masters. The paragraphs of the questionnaire were amended according to the proposed observations and amendments, The questionnaire is finalized accordingly, so that the number of paragraphs of the questionnaire becomes final (78).

Stability of the Tool:

To verify the stability of the measuring instrument, the internal consistency and stability of the resolution paragraphs were examined by calculating the Cronbach 'alpha' factor, according to Tables (3,4).

Table(3): Stability coefficients for the study dimensions of the application of digital communications and the total grade according to stability coefficients.

Fields of study	Number of paragraphs	Value of alpha
Technical resources	8	0.848
Electronic skill	9	0.858
Human Resources	6	0.878
Nature of communication	10	0.883
Total score	33	0.945

Table (3) shows that the stability coefficients of the study instrument in all fields of study ranged between (0.848) and (0.883). The field of communication has the highest stability coefficient, while the technical resources field has the lowest stability coefficient, Alpha value on the total score (0.945), indicating the accuracy of the measuring instrument.

Table(4): Reliability coefficients of the dimensions of the study on enhancing administrative transparency and the total degree according to stability coefficients.

Fields of study	Number of paragraphs	Value of alpha
Communication system	12	0.949
Administrative communication	10	0.877
Administrative accountability	8	0.951
Participation	10	0.952
Working procedures	5	0.919
Total score	45	0.966

Table(4) shows that the coefficients of the stability of the study instrument in all fields of study ranged between (0.877) and (0.952). The field of participation obtained the highest stability coefficient while the administrative communication field achieved the lowest stability coefficient. Finally, The total value of alpha was(0.966), indicating the accuracy of the measuring instrument.

Study Procedures:
After confirming the validity and stability of the study tool, the sample was approved for conducting such a study. The questionnaire was distributed to public schools in the south of Hebron, (200) questionnaires were distributed, (82) were retrieved.

Study Approach:
The researcher used the analytical descriptive approach as a method that describes the phenomenon and studied it and collected accurate data and information and its suitability for such studies.

Statistical processing:
After collecting the study data, the researcher reviewed it as a prelude to the introduction of the computer and was introduced to the computer by giving them specific numbers, that is to convert the verbal answers to digital where the answer was given: strongly agree five degrees, the answer I agree four grades, the answer is not sure three degrees, I disagree with two degrees, and the answer is not strongly agree to one degree. In this regard, the questionnaire has become a measure of the reality of the application of digital communications and its role in enhancing the principle of administrative transparency from the point of view of the principals of the public schools in Hebron governorate in the positive direction. The statistical analysis of the data was done by extracting numbers, arithmetical averages, standard deviations, T test, one way ANOVA analysis, and the Cronbach alpha equation using the SPSS.

View and discuss results:

This study deals with the findings of the researcher through the response of members of the study community on the reality of the application of digital communication and its role in enhancing administrative transparency from the point of view of the principals of the public schools in Hebron governorate, according to the study questions and hypotheses. For expressions in the study tool as in Table (5):

Table (5): Mean of the arithmetic mean.

Mean	Arithmetic mean
1.00-1.80	Very low
1.81-2.61	Low
2.62-3.42	Medium
3.43-4.23	High
4.24-5.00	Very high

In light of the processing of the study data statistically, the researcher reached the following results:

Results of Questions:

The results of Q1:

What is the reality of the application of digital communications in public schools in Hebron governorate from the point of view of school principals?

To answer this question, the arithmetical averages and standard deviations were extracted, and Table (6) shows this.

Table(6):The numerical averages and standard deviations of the reality of applying digital communications in public schools in Hebron governorate from the point of view of the principals of public schools by field of study.

Fields of study	Mean	Std deviation	Grade
Technical resources	3.94	0.744	High
Electronic skill	4.12	0.580	High
Human Resources	3.56	0.789	High
Nature of communication	3.02	0.855	Medium
Application of digital communications in general	3.64	0.635	High

Table (6) shows that the reality of implementing digital communications in public schools in Hebron governorate from the point of view of school principals was high in most fields of study and the total score with an average of (3.64) and a standard deviation of (0.635). The highest area of application of digital communication was the electronic skill field with an average of (4.12) and a standard deviation of (0.580) followed by technical resources with an average of (3.94) and a standard deviation of (0.744) followed by HR with an average of (3.56) and a standard deviation of (0.789) Finally, the field of the nature of communication with an average of (3.02) and a standard deviation (0 .855).

Table(7): The mean and standard deviations of the reality of applying digital communications in public schools in Hebron from the point of view of school principals according to the subjects of the study.

Study paragraph	mean	Std deviation	Grade
The school has advanced technological equipment (computers)	3.95	1.02	High
Internet access is available at the school	4.30	1.15	Very High
The school has advanced communication equipment that meets the requirements of communication with the Directorate (smart devices)	3.37	1.37	High
The school subscribes to the SMS service.	3.79	1.19	High
The school has a website on the Internet	4.23	0.997	High
Various programs are available at the school to facilitate communication with the Directorate	3.75	0.975	High
A school account is available on a social networking site	4.43	0.630	Very High
Maintenance of equipment and software is easy	3.71	1.05	High
The computer is used to save files	4.42	0667	Very High
A trained staff is available at the school to use advanced equipment	3.60	1.01	High
E-mail is used to communicate with others	3.86	0.913	High
The Internet is used to obtain renewable information	4.13	0.978	High
Administrative information is saved and retrieved as necessary	4.26	0.522	Very High
Anti-virus software is available to protect information and administrative data	3.71	1.24	High
Word programs are used to print books and messages	4.46	0.525	Very High
Excel programs are used to perform many calculations	4.48	0.613	Very High
Power point programs are used for student presentations	4.13	0.862	High
Teachers have an idea of using electronic means of communication	3.98	0.555	High
Teachers are keeping pace with rapid technological developments	3.58	0.915	High
Teachers have trends that are compatible with technology implementation	3.70	1.04	High
Teachers have experience and expertise in electronic communications	3.46	1.05	High
Teachers have the spirit of innovation and innovation	3.15	1.18	Medium
Provide opportunities for training and qualifying teachers in the use of technology	3.47	1.12	High
Teachers are notified of meetings via SMS	3.10	1.19	Medium
Teachers are informed of the attendance of the training courses via e-mail	3.14	1.20	Medium
Parents are informed of the collection of their children through the school's website	3.85	1.18	High
Parents are informed of the collection of their children via SMS	2.37	1.19	Medium

Teachers communicate and communicate via e-mail	2.97	1.24	Medium
The official books are sent to the Directorate via e-mail	3.21	1.23	Medium
Official circulars are answered using e-mail	2.89	1.42	Medium
The status of the functional teachers is reviewed by advanced electronic programs	3.06	1.15	Medium
The necessary modifications are made to the status of the functional teachers electronically	2.86	1.33	Medium
The Directorate informs us of any new SMS or electronic notes.	3.79	1.01	High

Table (7), shows the paragraphs that are very high are the paragraph that states "Excel programs are used to perform many calculations", followed by the paragraph that states "Word programs are used to print books "Followed by a paragraph that states that" a school account is available on a social networking site ", followed by a paragraph that states that" the computer is used for file preservation ", followed by the paragraph that states" Internet access is available at the school " Which states that "administrative information shall be saved and retrieved as necessary".

The paragraph below states that "parents shall be informed of the collection of their children by SMS" followed by the paragraph stating that "the necessary amendments shall be made to the positions of the functional teachers electronically", followed by the paragraph stating that "E-mail, "followed by a paragraph that states that" communication and communication between teachers via e-mail", followed by the paragraph that states" the status of teachers functional through advanced electronic programs, "followed by the paragraph, which states that" teachers are informed of meetings through messages Shear Followed by a paragraph stating that "teachers are informed of the attendance of the training courses via e-mail", followed by the paragraph which states that "teachers have the spirit of innovation and innovation" and finally the paragraph that states that "official books are sent to the Directorate via e-mail"

The results of Q2:

What is the role of digital communication in enhancing administrative transparency from the point of view of the heads of public schools in Hebron?.

Table(8): Statistical averages and standard deviations of the role of digital communication in enhancing administrative transparency in public schools in Hebron from the point of view of school principals by field of study.

Fields of study	Mean	Std deviation	Grade
communication system	3.91	0.545	High
Administrative communication	3.57	0.658	High
Administrative accountability	3.45	0.888	High
Participation	3.66	0.660	High
Working procedures	3.82	0.716	High
The role of digital communication in enhancing administrative transparency in general	3.69	0.539	High

Table(8) shows that the role of digital communication in enhancing managerial transparency was high in all fields of study, with a total score of (3.69) and a standard deviation of (0.539).

The highest areas of communication role in enhancing administrative transparency were the area of the communication system with an average of (3.91) and a standard deviation of (0.545) followed by the field of working procedures with an average of (3.82) and a standard deviation of (0.716) followed by participation with an average of (3.66) and a standard deviation (0.660) Followed by administrative communication with an average of (3.57) and a standard deviation (0.658). Finally, the field of administrative accountability with an average of (3.45) and a standard deviation of (0.888).

Table(9): Statistical averages and standard deviations of the role of digital communication in enhancing administrative transparency in public schools in Hebron from the point of view of school principals according to the subjects of the study.

Study paragraph	mean	Std deviation	Grade
The information issued is credible and accurate.	4.08	0.592	High
Information is integrated and not reduced.	3.92	0.583	High
The information is free of redundancy.	3.86	0.643	High
I get the information as a user at a time when I need it without delay.	3.89	0.769	High
The information is devoid of intentional distortion, fraud, or bias.	4.23	0.614	High
The information matches current and future business objectives.	3.95	0.585	High
Information is updated continuously.	3.84	0.744	High
The information system analyzes and simplifies complex problems.	3.65	0.773	High
The information provided by the system is appropriate and meets the business requirements.	3.75	0.746	High
The information obtained from the system is arranged and coordinated.	3.87	0.616	High
Confidentiality of information that is not disclosed or whose authorization is prejudicial to public interest shall be maintained.	4.00	0.737	High
Action is taken to protect information and maintain its security.	3.91	0.723	High
A convenient and open communication system is available for all school and administration staff.	3.54	0.848	High
Open communication channels are available with the community and institutions concerned.	3.57	0.846	High
The diversity of digital communication in the means of communication commensurate with the nature of communication objectives.	3.57	0.754	High
Digital communication between different administrative levels is easy.	3.58	0.915	High
Communications between different administrative levels are conducted quickly.	3.52	0.905	High
The use of digital communication technology simplifies procedures.	3.71	1.00	High
The use of digital communication technology facilitates decision making.	3.69	1.01	High
In digital communications, remove external connection barriers as much as possible.	3.59	1.01	High
Feedback is used to make sure you understand the purpose of the communication.	3.51	1.06	High
Through digital communication, supervisors are briefed on the activity of subordinates and the transfer of their instructions.	3.45	1.11	High
There is a clear mechanism for administrative accountability in the event of a communication error.	3.35	0.973	Medium
Administrative accountability mechanisms are introduced for all staff.	3.26	0.956	Medium

Administrative accountability mechanisms allow for monitoring and review at any time.	3.34	1.11	Medium
Administrative accountability procedures are conducted fairly and transparently.	3.45	1.18	High
Administrative accountability is based on reliable information.	3.46	1.14	High
Administrative accountability mechanisms focus on enhancing responsibility in the workforce.	3.51	0.946	High
Employees recognize the rules to be followed and the consequences of their breach.	3.59	0.858	High
The penalty imposed on the employee shall vary according to the frequency and type of the offense.	3.60	1.01	High
Digital communication fosters confidence among employees through decision making and visual policies that support the participation of all.	3.73	0.685	High
Digital communications encourage workers to express opinions and make suggestions.	3.75	0.694	High
Digital communications work on teamwork and teamwork.	3.73	0.832	High
Digital communication is easy to detect and correct.	3.80	0.710	High
Digital communication is characterized by the participation of all in decision-making that requires participation.	3.70	0.693	High
Digital communications provide suggestions from organizations that are relevant to the services you provide.	3.53	0.723	High
Digital communications allow all parties involved in the service to clarify and discuss their ambiguities and respond to their queries with open arms.	3.62	0.764	High
Digital communications provide employees with easy access to their business results.	3.69	0.780	High
Encourage employees to provide innovative ideas and ideas to solve problems.	3.65	0.804	High
Digital communication provides a self-monitoring system for employees	3.39	1.11	Medium
Digital communications help to carry out business processes fairly	3.74	0.927	High
Digital communications provide access to applicable laws and regulations	3.93	0.759	High
Digital communications simplify procedures so that transactions can be terminated without complexity	3.81	0.904	High
Digital communication provides clear and easy-to-use transaction models	3.79	0.732	High
Digital communication provides a mechanism for updating information	3.84	0.77	High

Table (9), shows the paragraphs that are very high are the paragraph that states that "information is not intended to be distorted, falsified or biased", followed by the paragraph which states that "the information issued is credible and accurate", followed by the paragraph that states " The confidentiality of information which is prohibited from disclosure or whose authorization results in harming the public interest ", followed by the paragraph that states that" the information is compatible with current and future business objectives ", followed by the paragraph that states that" digital communications have access to applicable laws and regulations " The paragraph, which states: "Information is characterized by For integration and non-reduction "and finally the paragraph which states that" actions are taken to protect information and maintain its security. "

The paragraph below states that "administrative accountability mechanisms for all staff are announced", followed by the paragraph "Administrative accountability mechanisms allow for monitoring and review at any time", followed by the paragraph that states: "There is a clear mechanism of administrative accountability in the event Communication error ", followed by the paragraph that states" teachers communicate via e-mail "and finally the paragraph that states" digital communication provides a system of self-control for employees ".

The results of Q3:

Does the role of digital communication in enhancing administrative transparency differ from the point of view of the heads of public schools in Hebron governorate, depending on the variables: (gender, scientific qualification, years of service, directorate)?

This question can be answered by the following hypothesis, which states: "There are no significant differences at the level of significance ($\alpha \leq 0.05$) in the role of digital communication in enhancing administrative transparency from the point of view of the principals of public schools in Hebron due to the variables: (gender, scientific qualification, years of service, Directorate)". To answer this hypothesis, the arithmetical averages and standard deviations, the results of the T- test, and the results of the single-variance analysis test were extracted. This is shown in Tables 10-15.

Table (10): The results of the "T" test indicate the differences in the role of digital communication in enhancing administrative transparency in public schools in Hebron governorate from the perspective of school principals according to the variable: gender

Variables	Gender	Number	Mean	Std Deviation	df	T value	Sig (2− tailed
digital communication in enhancing administrative transparency	Male	30	3.73	0.568	29	0.66	0.55
	Female	52	3.66	0.530	51		

Function at the level of significance($\alpha \leq 0.05$)

Table (10) shows that the results of the study showed that there were no statistically significant differences in the role of digital communication in enhancing managerial transparency from the point of view of the principals in Hebron due to gender variable. Where the statistical significance > 0.05 is not statistically significant. The researcher attributed the reason to the similar nature of work in schools for both sexes.

Table (11): Statistical averages, standard deviations, test results and the results of the analysis of the variance of the differences in the role of digital communication in enhancing administrative transparency in public schools in Hebron from the point of view of school principals, Depending on the variable: scientific qualification.

Fields	Qualif	NO	Mean	Deviation	Source of variance	Sum of squares	df	Mean square	F	Sig
The role of digital communication in enhancing administrative transparency	Diploma	1	3.47	-	Between groups	0.050	2	0.025	0.08	0.92
	BA	73	3.69	0.538						
	MA	8	3.69	0.610	Within groups	23.498	79	0.279		
	Total	82	3.69	0.539	Total	23.548	81			

Table(11) shows that the results of the study showed no statistically significant differences in the role of digital communication in enhancing managerial transparency from the point of view of the heads of public schools in Hebron due to the variable scientific qualification. Where the statistical significance> 0.05 is not statistically significant. The researcher attributed the reason to the similar nature of work in schools for all school principals regardless of their qualifications.

Table (22): The arithmetical averages, the standard deviations, the results of the test and the results of the analysis of the single variance analysis to indicate the differences in the degree of organizational justice and its role in achieving the institutional excellence in the directorates of education in Hebron from the point of view of the employees according to the variable: years of service.

Fields	Years of service	NO	Mean	Std. Deviation	Source of variance	Sum of squares	df	Mean square	F	Sig
Organizational justice and achieving institutional excellence	Less than 5 years	6	3.87	0.604	Between groups	2.702	4	0.676		
	From 5 - less than 10 years	8	3.16	0.392					2.496	0.05
	from 10 - less than 15 years	18	3.67	0.684	Within groups	20.846	77			
	from 15 - less than 20 years	20	3.80	0.242				0.271		
	20 years and above	30	3.73	0.472	Total	23.548	81			
	Total	82	3.69	0.539						

Table(12) shows statistically significant differences in the role of digital communication in enhancing administrative transparency from the point of view of the heads of public schools in Hebron governorate due to the variable years of service, Where the statistical significance = 0.05 is a statistical function. To find out the source of the differences, the LSD test was extracted as shown in Table (13):

Table (13): LSD test to show the differences in the degree of organizational justice and its role in achieving institutional excellence in the directorates of education in Hebron from the point of view of its employees according to the years of service.

Years of service	Less than 5	5–less than 10	10–less than 15	15–less than 20	20 years and above
Less than 5		*0.70583			
5–less than 10	−*0.70583		−*0.50528	−*0.63550	−*0.56583
10–less than 15		*0.50528			
15–less than 20		*0.63550			
20 years and above		*0.56583			

Table (13) shows that the differences were between the principals who served (under 5 years) and managers who served them (from 5 - less than 10 years) and those who served (less than 5 years) by (0.70583). There were also differences between the managers of the schools they served (from 10 to less than 15 years) and the managers who served them (from 5 to less than 10 years) and those who served them (from 10 to less than 15 years) by (0.50528). There were also differences between the managers they served (from 15 to 20 years) and the managers they served (from 5 - less than 10 years) and the managers who served them (from 15 to less than 20 years) by (0.63550). Finally, there were differences between the managers who served (20 years and above) and managers who served them (from 5 - less than 10 years) and the managers who served them (20 years and over) by (0.56583).

Table (14): Statistical averages, standard deviations, test results and the results of the analysis of the variance of the differences in the role of digital communication in enhancing administrative transparency in the public schools in Hebron from the point of view of school principals according to the variable: Directorate.

Fields	Directorate	NO	Mean	Std. Deviation	Source of variance	Sum of squares	df	Mean square	F	Sig
Organizational justice and achieving institutional excellence	North Hebron	25	3.78	0.732	Between groups	0.622	3	0.207	0.706	0.55
	Hebron	15	3.59	0.380						
	South Hebron	28	3.61	0.702	Within groups	22.926	78	0.294		
	Yatta	14	3.77	0.485						
	Total	82	3.69	0.539	Total	23.584	81			

Table (14) shows that there are no statistically significant differences in the role of digital communication in enhancing managerial transparency from the point of view of the principals of the public schools in Hebron governorate due to the variable of the directorate, where the statistical significance > 0.05 which is not statistically significant. The researcher attributed the reason to the similarity of the nature of work in schools to all school principals regardless of the Directorate in which they work.

The Result of Q4:

Is there a relationship between the application of digital communications and the enhancement of administrative transparency from the point of view of the heads of public schools in Hebron?

This question can be answered by the following hypothesis, which states:

*There are no relationship at the level of significance ($\alpha \leq 0.05$) between the application of digital communications and the enhancement of administrative transparency from the point of view of the principals of public schools in Hebron.

Table (15): correlation coefficient to demonstrate the relationship between the application of digital communication and the enhancement of administrative transparency.

Variables		Person correlation	*0.635
Application of digital communications	**Enhancing administrative transparency**	**Statistical significance**	**00.00**

** Function at ($\alpha = 0.01$).

Table (15) shows that there is a statistically significant correlation between the application of digital communication and the enhancement of administrative transparency, where the statistical significance is <0.01. Therefore, we reject the null hypothesis and accept the alternative hypothesis. (There is a relationship between the application of digital communications and the promotion of administrative transparency from the point of view of the heads of public schools in Hebron).

Summary of the main results:
 In light of the analysis of the data, the study reached the following results:
-The reality of the application of digital communications in public schools in Hebron from the point of view of school principals was high except for the field of communication nature which was average.
-The computer and the Internet are used in various administrative works.
-There is a high role for digital communication in promoting administrative Transparency.
-Accurate and honest information is obtained for administrative decisions.
-There were no statistically significant differences in the role of digital communication in enhancing administrative transparency from the point of view of the principals of the public schools in Hebron due to gender variables, scientific qualification and administration.
-There were statistically significant differences in the role of digital communication in enhancing administrative transparency from the point of view of the principals of the public schools in Hebron governorate due to the variable years of service. The differences were between the managers who served (from 5 - less than 10 years) and managers who served (less than 5 years) and those who served (less than 5 years). There were also differences between the managers of the schools they served (from 10 to less than 15 years) and the managers who served (from 5 to less than 10 years) and those who served (from 10 to under 15). There were also differences between the managers they served (from 15 to under 20 years) and the managers they served (from 5 - less than 10 years) and for the managers they served (from 15 to less than 20 years). There were differences between the managers who served (20 years and over) and the managers who served them (from 5 - less than 10 years) and the managers who served them (20 years and over).
-The study showed a relationship between the application of digital communication and the enhancement of administrative transparency from the point of view of the principals of public schools in Hebron.

Study Recommendations:
 In light of the results and objectives of the study, the researcher recommends the following:
1. Urge the Ministry of Education and Higher Education to activate the use of digital communications in public schools and adopt them as official correspondence.
2. To use the SMS service to communicate and communicate between the school and parents.
3. Activate the use of electronic management in all public schools, which facilitates work, saves time and effort and enhances transparency.
4. Activate the use of e-mail in communication and communication between teachers.
5. Developing advanced electronic programs that facilitate access to the status of functional teachers.
6. Promote the spirit of innovation and innovation among teachers.
7. Strengthen the principle of administrative accountability to activate performance and achievement with the announcement of administrative accountability mechanisms for all employees.

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Content