The Degree of Managerial Transparency Practice Among Public Schools' Principals at Zarqa Governorate in Jordan

Khaleda Khaled Zaid Al-Kilani
*The Hashemite University, Jordan*

**Abstract**

This study aimed at identifying the degree of managerial transparency practice among the governmental schools' principals working in Zarqa Directorate from the perspective of art teachers. The study sample consisted of all the 33 art teachers working in the Jordanian public schools of Russaifa Directorate/ Zarqa. For the purpose of collecting data, a questionnaire for "the degree of managerial transparency" was prepared, consisting of (32) items and then its validity and reliability were proven. The results of the study showed that The degree of managerial transparency was high, there were no significant differences at the significance in the degree of managerial transparency due to gender and experience.

**INTRODUCTION**

Transparency is the sharing of information and behaving in a public manner and enabling those concerned to collect information related to the issue they are interested in, which in turn could have a crucial role in revealing any wrongdoing and protecting interests. Systems that enjoy transparency have clear procedures for how to make decisions publicly, and have open communication channels among stakeholders and officials, and they make available a wide range of information for public use (Mu'aqat, et al., 2007). It represents also, as Florini(2004) confirmed the absence of secrecy, which means the concealment of actions intentionally, or revealing the hidden acts intentionally. Koppal (2004) defined it as the free flow of information, whereas it is seen by Vaughn (2000) as providing information related to facts, and the ability to share in taking decisions. But Balkin sees that transparency is not only providing information, but also includes sharing and responsibility, making policies and legislations publicly, identifying procedures and regulations in accordance to written and published legal rules in which required information is identified, the dates by which they must be published in a detailed and accurate manner, and the legal responsibility in case they haven't been published. That information must be enough to understand the work conducted by sectors in a certain area, as well as monitoring their performance to be available for anyone concerned (Shai'ie, 2010).

The essence of transparency entails allowing others to know the truth, without any attempt to hide the real meaning or fake reality so as to show things at its best, as well as the unconditional effective disclosure (Oliver, 2004). Managerial transparency means the intended attempt to maximize the availability of information able to be posted, whether it is of a negative or positive nature, accurately, on time, and in a very clear way, with the aim of supporting all rational resolutions and logical responses towards the institution during the process of public societal accountability of its acts, policies and practices (Rawalins, 2008).

On the other hand, administrative transparency means legislations that are clear, easily understood, stabilized, consistent with each other, flexible and developed in accordance to the nature of