



إشراف

رسالة مقدمة لقسم أصول التربية بكلية التربية بالجامعة الإسلامية كمتطلب تكميلي
لنيل درجة الماجستير في أصول التربية قسم الإدارة التربوية

1429هـ - 2008م

المحتويات

		Abstract
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Abstract

The Status Of Change Management For Secondary School Head Teachers In Gaza Governorate From The Teacher's Point Of View

The research aimed to recognize the status of change management for secondary school head teachers in Gaza governorate from the teachers' point of view and finding out the effect of ,sex , years of service , and the educational district on the teachers' estimation of the head teachers practice of their role as leaders of change management .

The researcher has used the descriptive - analytic method because it suitable for this type of studies to describe the phenomenon of study and analyze it and clarify the relationship among its domains .

The total study society has been (3234) male and female secondary teachers , and the sample of study has been (336) male and female secondary teachers.

To achieve the aims of study , the researcher had prepared a questionnaire to measure the status of change management of secondary school head teachers of Gaza governorate. The questionnaire has included (60) items distributed in the following fields : (the future vision of school , encouraging creation and invention of teachers , modeling , and organizational culture that supports the change .

It has been made sure of validity of the questionnaire by offering it to a group of referees . The researcher has used Person equation to measure the internal consistency of the questionnaire through measuring the correlations between every field of the questionnaire as well its total degree.

The researcher has measured the stability of the questionnaire by using the split half validity where it was (0.861), Also he used Alfa Kronbakh method as another method to measure the stability and found that the total stability of the questionnaire was (0.972) .

The sample people's answers have been analyzed by using the percentages , frequencies , "T" Test , one way ANOVA , and LSD programme.

The results pointed to the following :

(1) The secondary schools head teachers have got a good concept and imagination of change management , with the score of (74.6%) .

(2) The third domain related to the school head teacher's role as model of type of study occupied the first rank with the score of (77.4%) , next was the fourth field concerning the role of school head master in the organizational culture that supports the change which occupied the second rank with the score of (74.8%), next was the first field concerning the role of school head master in the future vision of school which occupied the third rank with the score of (73.8%) , last was the second field concerning the role of school head teacher for encouraging creation and invention of the employees which occupied the fourth rank with the score of (72.2%).

(3) There were no significant statistical differences in the teacher's estimation in practicing of secondary school head teachers role as leaders of change management due to sex.

(4) There were no significant statistical differences in the teacher's estimation of the head teachers practicing of there role as leaders of change management due to years of service , in the first and second fields; the future vision of school and encouraging creation and invention of the employees.

(5) There were significant statistical differences in the teacher's estimation of the secondary school head teacher's practicing of their role as leaders of change management due to years of service in the third and forth fields ; modeling and organizational culture of change in favor of long experience teacher's.

(6) There were no significant statistical differences according to the teacher's estimation of head teacher's practicing of their role as leaders of change management due to the educational district in the first and third fields ; the future vision of school and the modeling .

(7) There are significant statistical differences according to the teachers' estimation of the head teachers' practicing their role as leaders of change management due to the educational district in the second field ; encouraging creation and invention of employees in favor of east , west Gaza and Khanyounes against the middle governorate and in the forth field ; the organizational culture that supports change in favor of east , west Gaza and Khanyounes against the middle governorate and in favor of east Gaza against Rafah governorate.

According to the previous results , the researcher recommended the following :

(1) Assuring on the type of change management , developing common future vision of school , planting change and rooting it in school culture.

(2) working hard to provide the placement , financial, technical facilities to help in creating an atmosphere for the change process and fulfilling it and making good use of the circumstances and the suitable situations to implement the change in the school.

(3) Holding training courses for secondary school head teachers' in Gaza governorate to train them on change management and the necessary procedures to do this .

(4) Reconsidering the laws and regulations of the ministry of education as it lies on the principles of the centralization management and adopting the de-centralization management so that the head teacher can practice his role as a manager of change.

(5) It is necessary for the high management of the Ministry of Education to take care of the concept of change management in secondary schools as well as choosing secondary school head teachers who has special abilities of managing change , development and creation.