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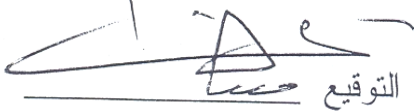
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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

"فَبِمَا رَحْمَةٍ مِنَ اللَّهِ لَنْتَ لَهُمْ وَلَوْ كُنْتَ فَظًّا غَلِيظَ الْقَلْبِ لَانْتَضَوْا مِنْ  
حَوْلِكَ فَاعْفُ عَنْهُمْ وَاسْتَغْفِرْ لَهُمْ وَشَاوِرْهُمْ فِي الْأَمْرِ فَإِذَا عَزَمْتَ  
فَتَوَكَّلْ عَلَى اللَّهِ إِنَّ اللَّهَ يُحِبُّ الْمُتَوَكِّلِينَ" (

.(159 /3

Sanaa Alkharouf

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2009 / 2 / 8 :

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2009/2008

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( $\alpha \leq 0.05$ )



# **The Assessment of Government Schools Principals at the Governorates of the Center of West Bank of their Human Relations Skills and their Relationship with the Degree of School Effectiveness.**

**Prepared by:** Sanaa M. Al-kharoof

**Supervised by:** Dr. Mohamad Abd El-qaderAbdeen.

## **Abstract**

This study aimed at determining the assessment of government schools principals at the governorates of the center of West Bank humane relations skills and their relationships with the degree of effectiveness of the schools. The study population consisted of (277) governmental school principals. in the governorates of the West Bank, (n=277) A stratified random sample of (142) principals (i.e.51%)was selected. A questionnaire of humane relations skills consisting of (26) items was used and another questionnaire of school effectiveness (30 items) was used. The validity and reliability of the questionnaires were determined. Results revealed that: the degree of the principals practice of the humane relations skills was high, and the degree of school effectiveness was high for the total degree as well as for the dimensions of the teacher and the principal, it was moderate on the dimension of the student, and no significant differences at  $\alpha \leq 0.05$  were found in the mean responses of the subjects due to: gender, major, qualification, experience of the principal, gender of the school, and the mean degrees of school effective of school effectiveness due to gender, qualification, experience and administrative experience, gender of the school. and Significant differences were found due to major in favor of the humanities, and there was a significant relationship between the degrees of practicing human relations skills and school effectiveness of governmental schools principals in the governorates schools in the middle west bank. On the basis of the above finding the study made some recommendations.

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( 192 1976 )"

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" (Likert, 1976, p62)

" (72 2008)

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" (41 1992)

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(Davis,1962,p4)

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"وَلَقَدْ كَرَّمْنَا بَنِي آدَمَ وَحَمَلْنَاهُمْ فِي الْبَرِّ وَالْبَحْرِ وَرَزَقْنَاهُمْ مِنَ الطَّيِّبَاتِ وَفَضَّلْنَاهُمْ عَلَى كَثِيرٍ مِمَّنْ خَلَقْنَا تَفْضِيلًا" ( 70 / 17 ).

:

"لَقَدْ خَلَقْنَا الْإِنْسَانَ فِي أَحْسَنِ تَقْوِيمٍ" ( 4 / 95 ).

:

"عَلَّمَ الْإِنْسَانَ مَا لَمْ يَعْلَمُ" ( 5 / 96 ).

:

"فَبِمَا رَحْمَةٍ مِنَ اللَّهِ لَنْتَ لَهُمْ وَلَوْ كُنْتَ فَظًا غَلِيظَ الْقَلْبِ لَانفَضُّوا مِنْ حَوْلِكَ فَاعْفُ عَنْهُمْ وَاسْتَغْفِرْ لَهُمْ وَشَاوِرْهُمْ فِي الْأَمْرِ فَإِذَا عَزَمْتَ فَتَوَكَّلْ عَلَى اللَّهِ إِنَّ اللَّهَ يُحِبُّ الْمُتَوَكِّلِينَ" ( 159 / 3 ).

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Fredric,1987;Edmands,1979)

.(Bossert,1989 ; Rawan,1983

(1990)

11.1.2

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: **12.1.2**

: (Mortomor&Sammons,1987)

: **13.1.2**

.(152 1994 )

(Lawson 1976)

(Gibbon 1976)

(Edmonds,1979)

(Sherman 1976)

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(Gearman,2003)

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(Dessein, 2002)

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( Kochampa & Mary, 1999)

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(Boothe, Bulach, & Pickett, 1998)

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(Helen, 1997)

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(Osnier, 1997)

(Jhrac)

(Jonson)

(Tom Hoberg)

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(Young,1988)

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(Sanders Mavis, 1997)

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(Beaudean, 1995)

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(Lyda, 1992)

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(Kramer, 1994)

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(Stringfield & Teddlie, 1986)

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83	165	26	52	30	59	27	54		"
30	57	7	13	11	21	12	23		"
20	38	4	7	9	18	7	13		
9	17	4	8	3	5	2	4		
<b>142</b>	<b>277</b>	<b>41</b>	<b>80</b>	<b>53</b>	<b>103</b>	<b>48</b>	<b>94</b>		

(142)

%51

(2.3)

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%			
%43.4	49		
%56.6	64		
%26.5	30		
%73.5	83		
%28.3	32	5	
%31.0	35	10 -5	
%40.7	46	10	
%23.9	27		
%61.9	70	/	
%14.2	16		
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.(4.1)

( Pearson Correlation Coefficient)

.(3.4) (3.3)

(Pearson Correlation Coefficient)

:(3.3)

	R		
.0000	.760		1
.0000	.740		2
.0000	.680		3
.0000	.720		4
.0000	.700		5
.0000	.780		6
.0000	.810		7
.0000	.770		8
.0000	.750		9
.0000	.720		10
.0000	.770		11
.0000	.700		12
.0000	.810		13
.0000	.790		14
.0000	.750		15
.0000	.770		16
.0000	.740		17
.0000	.740		18
.0000	.720		19
.0000	.800		20
.0000	.810		21
.0000	.730		22
.0000	.830		23
.0000	.770		24
.0000	.800		25
.0000	.650		26

( Pearson Correlation Coefficient)

:(4.3)

	R		
.0000	.650		1
.0000	.670		2
.0000	.670		3
.0000	.630		4
.0000	.670		5
.0000	.660		6
.0000	.700		7
.0000	.650		8
.0000	.680		9
.0000	.660		10
.0000	.510		11
.0000	.700		12
.0000	.670		13
.0000	.750		14
.0000	.670		15
.0000	.680		16
.0000	.650		17
.0000	.670		18
.0000	.710		19
.0000	.690		20
.0000	.550		21
.0000	.460		22
.0000	.650		23
.0000	.490		24
.0000	.550		25
.0000	.640		26
.0000	.530		27
.0000	.540		28
.0000	.440		29
.0000	.480		30

: 6.3

(Cronbach Alpha)

.(5.3)

(5.3)

Alpha		
0.97	26	
0.93	9	
0.92	11	
0.90	10	
0.94	30	

(3.3)

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One - Way Anova

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2.49	2.37	
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(1.4)

(1.4)

	0.92	4.27		2
	0.90	4.27		13
	0.91	4.27		8
	0.77	4.26		20
	0.75	4.22		21
	0.81	4.20		23
	0.77	4.18		25
	0.77	4.14		22
	0.85	4.12		10
	0.88	4.12		1
	0.78	4.12		24
	0.84	4.12		4
	0.79	4.09		16
	0.84	4.06		7
	0.89	4.05		9
	0.82	4.03		14
	0.83	4.03		11
	0.75	4.02		15
	0.77	4.02		17
	0.85	4.01		18
	0.82	3.96		6
	0.78	3.92		19
	0.79	3.90		5
	0.72	3.84		26
	0.89	3.79		12
	0.86	3.58		3
	<b>0.62</b>	<b>4.06</b>		

(1.4)

" "

" " (3)

(0.62 ) ( 4.06)

" (8,13,2)

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" (3)

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(3.58)

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(0.86)

: **2.4**

.(2.4)

(2.4)

	0.69	4.14		1
	0.60	3.66		2
	0.57	3.48		3
	0.50	3.74		

(2.4)

" "

(0.50)

( 3.74)

( 0.69)

( 4.14)

(0.60)

(3.65)

( 0.57)

(3.47)

(5.4) (4.4) (3.4)

: **1.2.4**

(3.4)

(3.4)

:

	0.88	4.29		6
	0.81	4.25		2
	0.88	4.24		1
	0.74	4.15		5
	0.87	4.14		9
	0.81	4.13		4
	0.80	4.11		3
	0.83	4.04		7
	0.87	3.93		8
	<b>0.69</b>	<b>4.14</b>		

" "

(3.4)



" (6)

(8,7,3,4,9,5,1,2,6)

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**2.2.4**

(4.4)

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(4.4)

	0.80	3.86		10
	0.78	3.83		20
	0.77	3.81		12
	0.77	3.73		19
	0.79	3.67		14
	0.81	3.65		18
	0.79	3.63		13
	0.82	3.53		17
	0.83	3.52		16
	0.79	3.51		11
	0.78	3.48		15
	<b>0.60</b>	<b>3.65</b>		

(15)

(4.4)

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(15,11,16,17,13,18,14,19,12,20,10)

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(0.80)

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**3.2.4**

(5.4)

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(5.4)

	0.78	3.68		23
	0.83	3.51		30
	0.79	3.50		26
	0.72	3.50		25
	0.74	3.50		24
	0.78	3.50		21
	0.72	3.49		28
	0.77	3.41		22
	0.89	3.37		27
	0.78	3.29		29
	<b>0.57</b>	<b>3.47</b>		

" "

(5.4)

(29,27,22,28)

" (23) (21,24,25,26,30,23)  
 (0.78) (3.68) "  
 " " (29)  
 .(0.78) (3.29)  
 : **3.4**

:  
 : **1.3.4**  
**( $\alpha \leq 0.05$ )**

.  
 (t)  
 ( $\alpha \leq 0.05$ )

.(4.6)

"t" (6.4)

	<b>t</b>				
0.626	0.48	0.64	4.02	49	
		0.61	4.08	64	

( $\alpha \leq 0.05$ )

: **2.3.4**  
( $\alpha \leq 0.05$ )

(t)

( $\alpha \leq 0.05$ )

(7.4)

"t" (7.4)

	<b>t</b>				
0.21	1.26	0.67	3.93	30	
		0.60	4.10	83	

( $\alpha \leq 0.05$ )

: **3.3.4**  
( $\alpha \leq 0.05$ )

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(

.(8.4) (One-Way ANOVA)

(8.4)

0.62	4.04	32	5
0.76	3.89	35	10-5
0.48	4.19	46	10

(8.4)

.(9.4) (One-Way ANOVA)

(9.4)

0.114	2.21	0.85	1.70	2	
		0.38	42.38	111	
			44.09	113	

( $\alpha \leq 0.05$ )

:

**4.3.4**

( $\alpha \leq 0.05$ )

(11.4) (10.4)

(One-Way ANOVA)

(10.4)

0.54	4.13	27	
0.59	4.10	70	/
0.83	3.76	16	

(One-Way ANOVA)

.(11.4)

(11.4)

0.131	2.07	0.80	1.601	2	
		0.38	42.493	111	
			44.094	113	

.( $\alpha \leq 0.05$ )

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**5.3.4**

**( $\alpha \leq 0.05$ )**

.(13.4) (12.4)

(One-Way ANOVA)



(12.4)

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0.47	4.19	34	
0.65	4.04	51	
0.72	3.92	28	

(12.4)

.(13.4)

(One-Way ANOVA)

(13.4)

0.235	1.466	0.57	1.145	2	
		0.39	42.949	111	
			44.094	113	

( $\alpha \leq 0.05$ )

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**4.4**

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**1.4.4**

( $\alpha \leq 0.05$ )

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( $\alpha \leq 0.05$ )

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.(14.4)

"t" (14.4)

	t					
0.962	0.047	0.63	4.14	49		
		0.73	4.13	64		
0.894	0.134	0.56	3.66	49		
		0.64	3.65	64		
*0.029	2.216	0.63	3.34	49		
		0.50	3.57	64		
0.456	0.748	0.51	3.70	49		
		0.50	3.77	64		

(14.4)

: 2.4.4  
( $\alpha \leq 0.05$ )

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.( $\alpha \leq 0.05$ )

"t" (15.4)

	t					
0.217	1.24	0.60	4.00	30		
		0.71	4.19	83		
*0.015	2.47	0.57	3.42	30		
		0.60	3.74	83		
*0.004	2.96	0.63	3.21	30		
		0.53	3.56	83		
*0.007	2.74	<b>0.51</b>	<b>3.53</b>	<b>30</b>		
		<b>0.48</b>	<b>3.81</b>	<b>83</b>		

: **3.4.4**  
**( $\alpha \leq 0.05$ )**

(One-Way ANOVA)

.(16.4) ( $\alpha \leq 0.05$ )

(16.4)

0.58	4.20	32	5	
0.83	3.98	35	10-5	
0.62	4.21	46	10	
0.56	3.73	32	5	
0.60	3.58	35	10-5	
0.64	3.65	46	10	
0.58	3.48	32	5	
0.65	3.32	35	10-5	
0.49	3.58	46	10	

(16.4)

(One-Way ANOVA)

.(17.4)

(17.4)

0.271	1.322	0.63	1.260	2		
		0.47	52.425	111		
			53.685	113		
0.620	0.480	0.17	0.358	2		
		0.37	41.031	111		
			41.389	113		
0.131	2.074	0.67	1.358	2		
		0.32	36.008	111		
			37.365	113		
<b>0.229</b>	<b>1.492</b>	<b>0.37</b>	<b>0.759</b>	<b>2</b>		
		<b>0.25</b>	<b>27.959</b>	<b>111</b>		
			<b>28.718</b>	<b>113</b>		

( $\alpha \leq 0.05$ )

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4.4.4

( $\alpha \leq 0.05$ )

.(18.4)

(One-Way ANOVA)

(18.4)

0.68	4.13	27		
0.66	4.17	70	/	
0.85	3.99	16		
0.55	3.60	27		
0.59	3.71	70	/	
0.73	3.51	16		
0.70	3.40	27		
0.51	3.52	70	/	
0.60	3.36	16		

(18.4)

(One-Way ANOVA)

.(19.4)

(19.4)

0.632	0.460	0.22	0.446	2		
		0.48	53.240	111		
			53.685	113		
0.431	0.848	0.31	0.628	2		
		0.37	40.760	111		
			41.389	113		
0.458	0.786	0.26	0.527	2		
		0.33	36.839	111		
			37.365	113		
<b>0.371</b>	<b>1.000</b>	<b>0.25</b>	<b>0.513</b>	<b>2</b>		
		<b>0.25</b>	<b>28.205</b>	<b>111</b>		
			<b>28.718</b>	<b>113</b>		



( $\alpha \leq 0.05$ )

: **5.4.4**  
**( $\alpha \leq 0.05$ )**

(One-Way ANOVA)

( $\alpha \leq 0.05$ )

(20.4 )

(20.4)

0.38	4.31	34		
0.79	4.10	51		
0.75	3.99	28		
0.40	3.81	34		
0.63	3.62	51		
0.72	3.52	28		
0.54	3.35	34		
0.47	3.62	51		
0.72	3.35	28		

(20.4 )

(One-Way ANOVA)

.(21.4).

(21.4)

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0.164	1.836	0.867	1.734	2		
		0.472	51.951	111		
			53.685	113		
0.145	1.963	0.713	1.426	2		
		0.363	39.962	111		
			41.389	113		
0.043	3.234	1.038	2.075	2		
		0.321	35.290	111		
			37.365	113		
<b>0.261</b>	<b>1.360</b>	<b>0.347</b>	<b>0.693</b>	<b>2</b>		
		<b>0.255</b>	<b>28.025</b>	<b>111</b>		
			<b>28.718</b>	<b>113</b>		

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(LSD)

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LSD (22.4)

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*0.030	0.27	إناث		
0.961	0.00	مختلطة		
*0.030	0.27	ذكور	*	
*0.046	0.26	مختلطة		
0.961	0.00	ذكور		
*0.046	0.26	إناث		

(LSD)

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( $\alpha \leq 0.05$ )

(Pearson Correlation Coefficient )

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Palestinian National Authority

Ministry of Education & Higher Education

Directorate General Of General Education

السلطة الوطنية الفلسطينية

وزارة التربية والتعليم العالي

الإدارة العامة للتعليم العام

التعليم العام  
لها عمدة  
د  
٥٢

2008-11-09

قسم الموارد  
رقم الموازنة 22-4

الرقم : وت / ٢٠٠ / ١١ / ٢٠٠٨  
التاريخ : 2008/ 11 / 9 م  
الموافق : 1429 / 11 / 11 م

الأخ د. محمود أبو سمرة المحترم  
مُنسق برنامج الإدارة التربوية/ كلية العلوم التربوية  
جامعة القدس  
تحية طيبة وبعد،،،

الموضوع: " تسهيل مهمة "

الإشارة: كتابكم ب د ع/12/59/11/08 بتاريخ 2008/11/4م

لا مانع من قيام الطالبة "سناء محمد عيسى الخزوف" بإجراء دراستها بعنوان " واقع ممارسة مهارات العلاقات الإنسانية وعلاقتها بفاعلية المدرسة لدى مديري المدارس الحكومية في محافظات وسط الضفة الغربية" وتوزيع الاستبانة المعدة لهذه الغاية على مديري المدارس الحكومية في مديريات القدس ورام الله والبيرة وضواحي القدس، بعد التنسيق المسبق مع مديري التربية والتعليم على أن لا يؤثر ذلك على سير العملية التعليمية في المدارس

مديرتي الرئيس والتعليم لنواحي القدس مع الاحترام ،،،

لعدتم تكميل الاستبانة

رئيسة قسم التعليم لها  
معتة برنات

معتة برنات

١٠٠٠

نسخة/السادة مديري التربية والتعليم المحترمين  
(القدس، رام الله والبيرة، ضواحي القدس، بيجيني)  
(برجاء تسهيل المهمة).

نسخة/الالتف

معتة برنات

أ. سعاد القدومي

سعاد القدومي

نائب مدير عام التعليم العام





:

53		1.3
54		2.3
57	(Pearson Correlation)	3.3
58	(Pearson Correlation)	4.3
59		5.3
61		6.3
63		1.4
64		2.4
66		3.4
67		4.4
69		5.4

71	"t"	6.4
71	"t"	7.4
72		8.4
73		9.4
73		10.4
74	:	11.4
75	.( )	12.4
75		13.4
77	"t"	14.4
78	"t"	15.4
79		16.4
80		17.4

81		18.4
82		19.4
83		20.4
84		21.4
85	LSD	22.4
86		23.4

الصفحة	عنوان الملحق	الرقم
115	خطاب الباحثة إلى المحكمين	(1.1)
116	أسماء المحكمين	(2.1)
117	أداة الدراسة في صورتها الأولية قبل التحكيم.	(3.1)
124	أداة الدراسة في صورتها النهائية بعد التحكيم.	(4.1)
129	كتاب تسهيل المهمة	(5.1)

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		-
		-
	( )	-
	(English) Abstract	-
		-
:		
1		1.1
4		2.1
4		3.1
5		4.1
6		5.1
7		6.1
8		7.1
:		
9		1.2
24		2.2
24		1.2.2
33		2.2.2
39		3.2.2
45		4.2.2

50		3.2
:		
52		1.3
52		2.3
54		3.3
55		4.3
56		5.3
59		6.3
59		7.3
60		8.3
:		
62		1.4
64		2.4
65	( )	1.2.4
67	( )	2.2.4
68	( )	3.2.4
70		3.4
70		1.3.4
71		2.3.4
72		3.3.4
73		4.3.4
74		5.3.4
76		4.4

76		1.4.4
77		2.4.4
78		3.4.4
81		4.4.4
83		5.4.4
85		5.4
85		1.5.4
87		6.4
:		
88		1.5
90		2.5
91	( )	1.2.5
91	( )	2.2.5
92	( )	3.2.5
92		3.5
92		1.3.5
93		2.3.5
93		3.3.5
94		4.3.5
95		5.3.5
95		4.5
95		1.4.5
96		2.4.5

97		3.4.5
97		4.4.5
98		5.4.5
99		5.5
99		1.5.5
100		2.5.5
102		-
102		-
111		-
115	(1.1)	1.1
116	(2.1)	2.1
117	(3.1)	3.1
124	(4.1)	4.1
129	(5.1)	5.1
130		-
133		-
134		-