

:

-

:

:

-

-

. :

-

-

-



-

:

:

(20510179) :

. :

: 2008/ / :

.....:	. :	-1
.....:	. :	-2
.....:	. :	-3

-

...

...

..

..

..

...

.

..

..

..

..

..

..

...

..

(. . . .).. ..

...

...

2008 / / :

:

(1986)

:

).

(2005 -

:

:

"
(1988)."

:

:

(2000

).

2008

2007

() :

(

172

(

.Vedio Conference

The impact of using time management strategies on work stress of top management employees “Department Managers and Section Head” of Palestinian public sector institutions.

Abstract

This study has focused on the subject of “Time Management Strategies” to determine the impact of using these strategies on work stress of top management employees “Department Managers and Section Head” of Palestinian public sector institutions located in north West Bank. In addition to that, the obstacles that face the subject of the study have been examined together with their solution as illustrated by the subject of the study.

For achieving this object the researcher has employed the interview by visiting some of the institution and conducting some interviews with them. This helped her understand the problem they face and also construct the questionnaire of the study, which was distributed into four institutions namely: “Education Department, Agriculture Department, Health Department and Social Service Department,” in four main districts namely: “Jenin, Nablus, Tulkarm and Qalqilia” for a total of 172 Questionnaire which where distributed and retrieved all.

The descriptive method has been employed in analyzing the data of this study. For answering the study questions, the researcher has analyzed the questionnaire using SPSS software statistical package and employed the frequency distribution, mean, mean average, standard deviation, and the correlation tests for the hypotheses. The findings revealed that the administrators of the public sector institutions in north West Bank districts utilized time management strategies up to high extent, and this could be as a result of the knowledge and the importance of such strategies that the subject of the study hold and draw their attention. In the other side the respondents of the study showed no work stress, and this is due to the huge number of employees in these institutions, and the process of authority delegation they pass to their employees, in addition to the employees, motivation to work and therefore performing the tasks and responsibilities they have. The study also revealed significant differences among the respondents’ perceptions of strategic time management and work stress when respondents were grouped according to age, work experience, and educational attainment. This was in favor of young employees and newly graduated which with less than ten years of experience. The study revealed that the most frequently obstacles that respondents face are the Israeli check points, huge number of visitors without previous appointment. This includes the relatives and friends. It also revealed the obstacle of the lack of modern equipments that the institutions should have in order to facilitate the administrative job. As solutions to these obstacles the respondents suggest that Palestine authority should help in facilitating the transportation within the cities, It also suggested all institution should have a clear mechanism for the visitors, and finally providing the institutions with the needed equipments which in return could help in utilizing the time efficiently end effectively and therefore minimizing work load.

The most important recommendation the researcher pointed out is to provide all public institutions with the necessary equipments, which in return could save time, and effort such as computers, modern phone system, internet service, etc., It also suggested providing them with video conference system to hold distance meeting.



1.1

" () "

;

:

.(1991) .

) .

(1991

.(1985)

:

.(1991) .

"

.(2000) "

.(1419)

.(1996)

work stress

.(2005) .

2.1

" :

"

3.1

()

:

•

•

•

•

•

•

4.1

5.1

:

•

•

•

•
•

:

()

•
•
•

6.1

:

•
•
•
•
•

7.1

:

8.1

:

)

:

•

.(

:

•

.(

)

:

•

. 2007

:

•

)

.(

2.1

()

F.Taylor .

"

.(1985)"

(Time and motion study)

(Taylor)

.(1980)

(H.Gant)

.(1985).

(Frank and Lilian Gilberth)

(The ideal type)

.(1988)

(H.Fayol)

.(1977)

(Taylor)

()

)

.(1985

(1988)

(E.Mayo)

.(126 1980)

()

(H.Simon)

(R.Likert)

(Argyris)

(Bernard)

.(1998) .

"

(1978)

.(14 1963).

2.2

: **.1.2.2**

" .(1986) .

"

(1993).

(1991)

"

.(2001)

"

"

(2000)

: **.2.2.2**

" "

.(1991)

:

(8760)

(168)

(24)

•

•

•

(168)

•

(1992)

(lore)

:

-
-

.(Mackenzie, 1972)

(1995)

-

:

-
-
-

.(

)

(1995).

(1990).

:

.3.2.2

:

:

•

:

•

.(2001)

•

(Time is life)

.(1999)

"

.(2001)"

:

.5.2.2

:

" : (1997)

."

(ferner 1995) "

()

.(1999) .

:

-
-
-
-
-
-
-

(1991) .

:

:

•

:

•

:

•

:

•

:

•

(1991).

:

•

•

:

(2001).

•

•

(1991) .

-
-

: " Druker

"

(1998) ."

(Ferner, 1995) .

: **.7.2.2**

.(2005) .

: **.1.7.2.2**

.(1984 Cox&Beck)

.(1993)

: **.2.7.2.2**

.(1993)

: **.3.7.2.2**

-
-

(2001)

(2000).

.8.2.2

:

:

-

:

.

:

-

()

()

.....

.

:

-

:

-
-
-

)

%80

.(

.
 .
 :) ()
 (....
 :
 (.... :)
 :)
 (....
 :
 (:)
 :)
 .(
 :
) ()
 () ()
)(2002 .

:

•

•

•

(1995).

"

(1994)."

(1995) .

:

.9.2.2

:

)

(2007

-

:

"

"

:

•

•

•

•

•

:

:

○

○

○

"

"

•

:

o

o

o

o

() .

:

)

(

-

-

" .

"

-

"

-

"

alutize

-Prioritize

)

o

.(

o

o

" o

()

o

:

o

o

o

o

o

o

"

"

:

-

-

•

": " . "

-
-
-
-
-

" .

)

- " (

- .. •

:

" . " . "

○

" .

○

○

○
○

○
○

○

○
○
○
○
○
○
○
○
○

“ ”

“ ”

“ ”

“ ”

：

：

：

○
○
○
○
○
○
○

“ ”

-

•

:

○

○

○

○

-

•

:

•

-

•

•

•

•

•

•

.()

(2004).

()

.10.2.2

:

:

-
-
-
-
-
-
-
-
-
-

%100+

Dr.Ron (1999) .

.10

3.2

(4:):"

":

stresses

.(2001).

job stresses

).

.(2002

.(2001)

North western

1991

National Life

1990

1985

% 25 %13

%80

Conference Board

.(2000) .

300 100

.(1995)

.(1988)

.(1994)

: **.1.3.2**

.(1994) .

.(1996) .

":

.(1988) ."

(1994)

: .

job stress

(1988:)

(1991)

the language the heart

(1994)

(1996)

(1996)

(1998)

(2000)

(1999)

" (1994)

" (1993) "

"

:

-
-
-

:

"

()

(1994):"

: **.2.3.2**

.(1997) the silent killer

(1417)

(1994)

Baruch& Lois:1987

Baruch&)

(1987 Lois

(1999)

.(1994 Kelly)

: .3.3.2

: Szilagy& Wallace

Stimulus •

.(2004).

Reaction

Response

•

: .(1994)

○

○

○

.(1998) .

•

.(1995)

:

.4.3.2

:

:(1996)

:

•

.(2004) .

:

•

(%60)
(2002).

(1996).

(2003).

: Jains

: •

: •

: •

(1996).

: **.5.3.2**

: •

: •

:

(A) (A) : ○
(A) (B)

(B)
(1983) Baron.
:() ○

(1972) and gemmill Heisler
:

(1983) Baron
:

(1991)
:

(1988)
:

(1988)

: **.6.3.2**

(1419)

(2001)

:

:

25

(2003)

:

:

:

•

•

•

-
-
-



1.3

:

:

.1.1.3

:

"

"

:(2003)

:

•

•

•

•

" :(1991)

(149)

(%22)

).

(1991

"

" :(1992)

(22)

(33502248)

(6442740)

(%65)

.()
)

(1992).(

:(1994)

%8

%49 :

.((%7)-.() (%6) •
(%21)-. (%4) •
(%5) •

(1994).

:(2003)

)

(
(449)

.

:

.

.4.

•

•

•

:

.

.

:(2002)

(205)

:

%77 •

). .

%22 •

(

)

.(

•

:(2001)

"

."

2001/2000

(%82)

(%72.6)

(%75.4)

(%68.2)

(%71)

:

:

-

40)

-

(50)

-

(5)

(15)

(10-6)

:(2000)

:

•

•

%20

•

:

•

:

.2.

•

.4.

•

.6.

.5

•

•

:(1995)

:

:

•

•

:(1998)

:

-
-

:

-
-
-

:(1997)

167

:(1996)

):

) (: (

" " :(1996)

: (131)

%99 38 %24 42 •

%60 6 •

%92 6 •

•

•

•

:(1995)

. :

:

•

•

•

:

•

•

•

•

•

:

.2.1.3

" : (2003)

"

:

(459)

()

" : (2001)

(90)

(246)

(sheffe)

(anova)

(t-test)()

(0.05= α)

$\alpha(005=)$

•

•

•

:(1988)

(73)

(78)

(353)

(162)

(40)

" : (2000)
"
(243) (289)
(127) (162) (46)
.(1988)

: " " : (1994)

-
-
-

(400)

() ()

:

-
-
-
-

" " :(1991)

():

2.3

:

" " :(1991) Chaney

:

:(1992) Lang

(96)

:(1992) Moor& Gardner

(%15) (1014)

: (49) (1980-1967)

(%26) (%35) •

" " " (%73) •

(%11) (%21) (%23) •

(%23)

: •

" (1994)

"

.(1994 Gockburn).

Test of A process Model

:(1994) Macan

"quasi"

:(1996) Macan

5-4

:(1990) Michael Eugene

:

:

•

•

:(1999) Lisa Louise

(%39)

(%61)

(117)

:

.

•

•

(61)

Cushway&Tylor (1994)

25-61

(40)

:

•

•

"

"

:(1978) Alexander Hamilton

:

•

•

•

•

•

3.3



1.4

2.4

(219 :1997)

3.4

:

:

•

()

)

(

:

•

:

(7)

:

○

9

○

(68)

(20)

○

○

4.4

(1.4)

5.4

: (1.4)

:1.4

0.8176	8	.	1
0.8770	9	/ /	2
0.7955	9	.	3
0.7949	7	.	4
0.7923	6	.	5
0.8586	6	.	6
0.7531	8	.(%100+)	7
0.7832	7	.	8
0.8145	8	.	9
0.8908	20	.	10
0.9567	68		

(SPSS)

:

-
-
-

(5)

(1)

:(2.4)

:2.4

5.00 – 4.21	5		.
4.20 – 3.41	4		
3.40 – 2.61	3		
2.60 – 1.81	2		.
1.81	1		..

-

:

(1)

○

(1)

○

Chi_Square

(ANOVA)

•

•

0.05

0.05

0.05

7.4

SPSS

8.4

(4)

.(1.4)

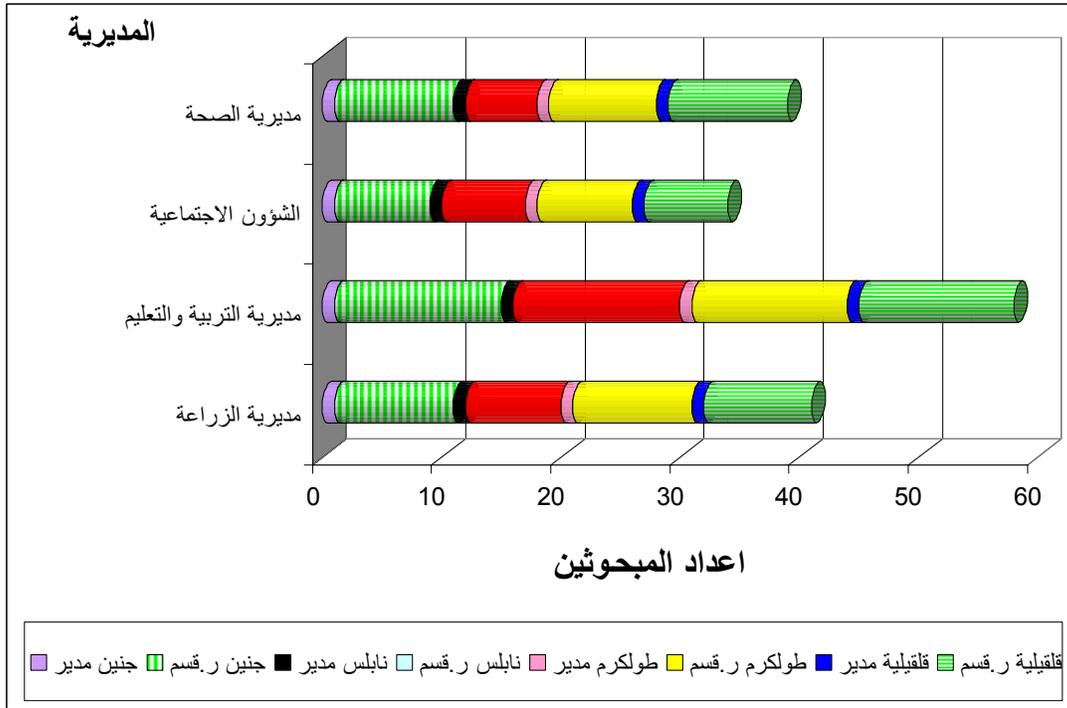
:

:

•

) .

(2006



:1.4

1996

1994

2002

).

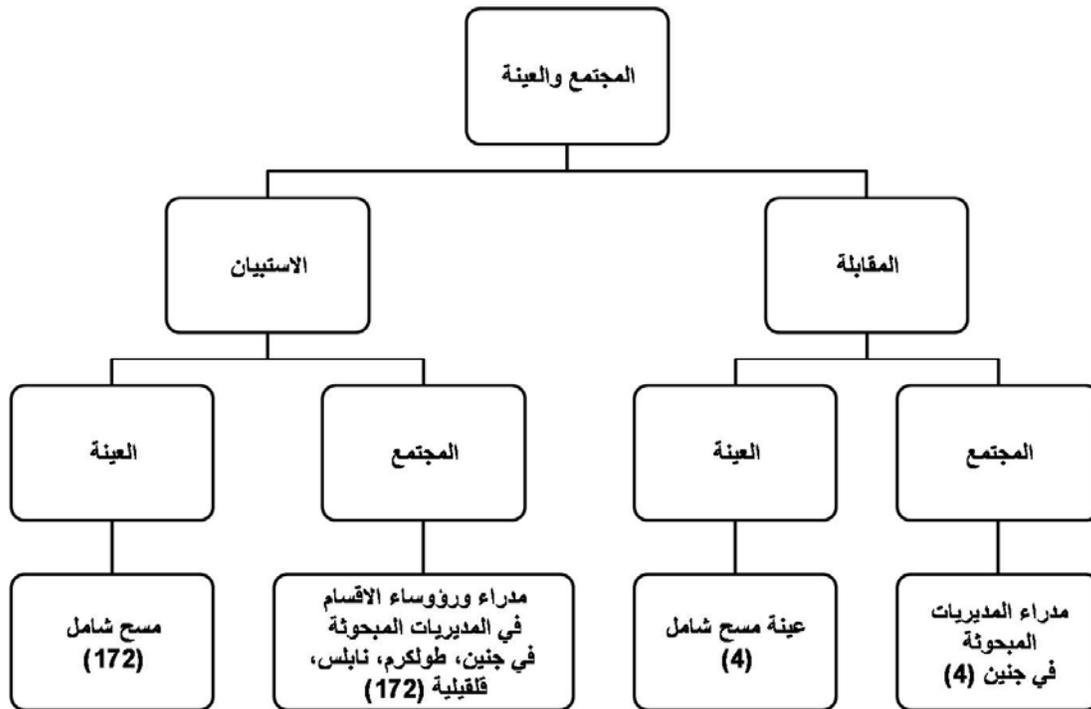
(2005

1994/7/1

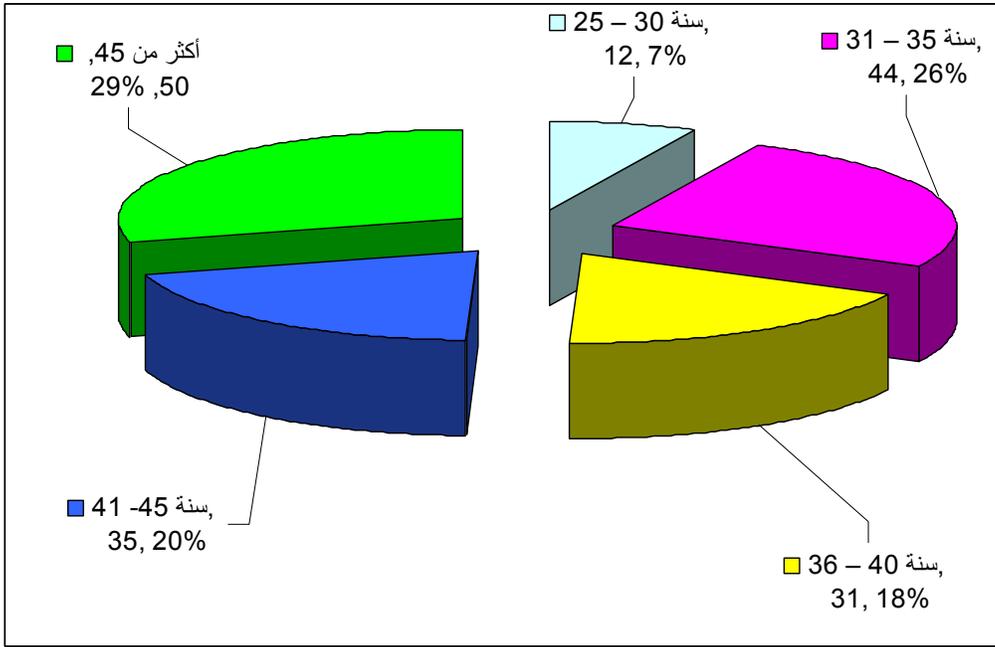
1967
 . 1966 (135)
 :
 (20) . 1994
 1966 (161) 2004
 (2006) .

9.4

(2.4)



: 2.4

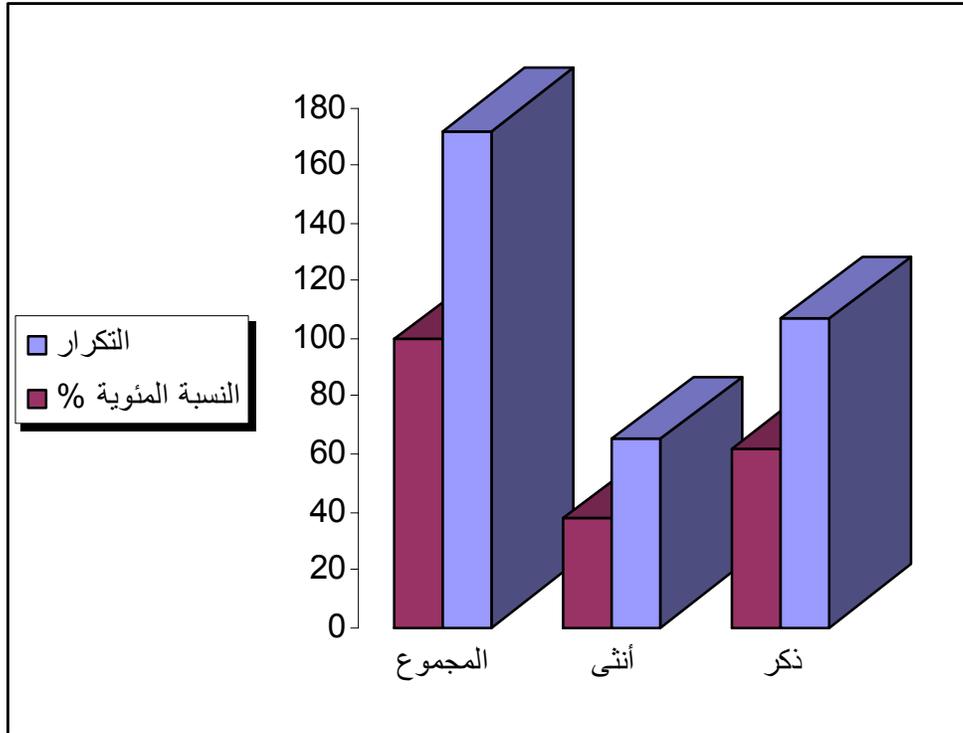


:3.4



:3.4

%		
62.2	107	
37.8	65	
100.0	172	



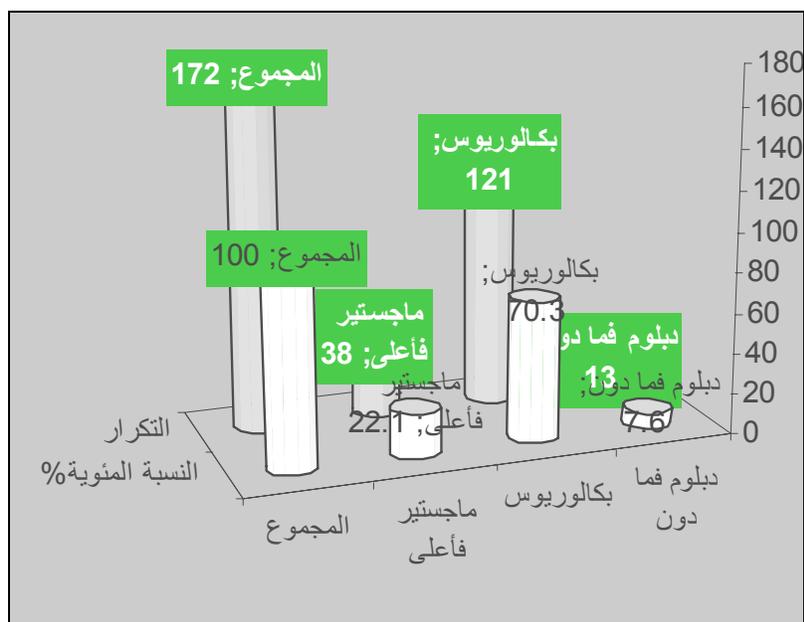
:4.4

%62.2

107

(4.4)

%		
07.6	13	
70.3	121	
22.1	38	
100.0	172	



:5.4

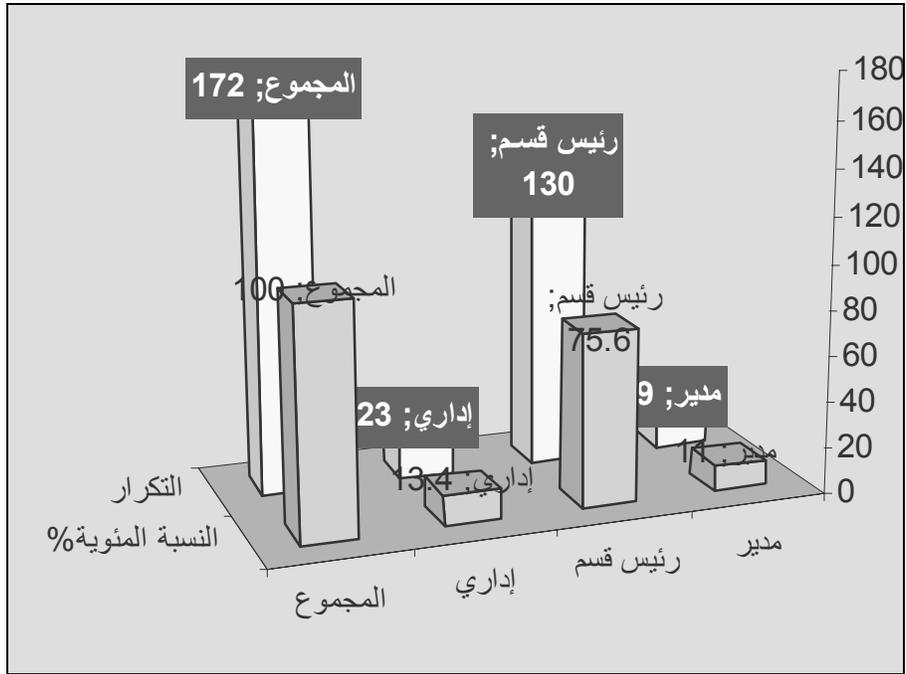
%70.3

121

%7.6

: 5.4

%		
11.0	19	
75.6	130	
13.4	23	
100.0	172	



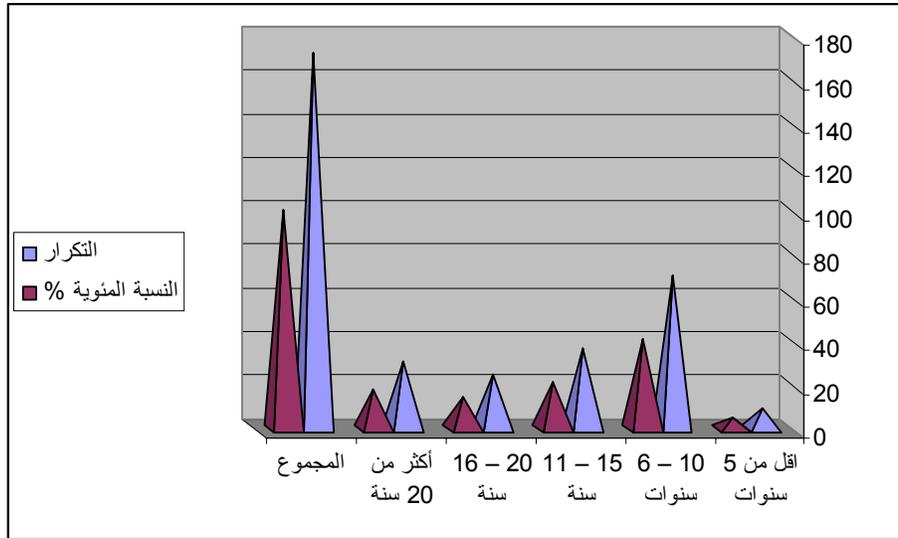
:6.4

(6)

(23)

: 6.4

%		
05.2	9	5
40.7	70	10 – 6
21.5	37	15 – 11
14.5	25	20 – 16
18.0	31	20
100.0	172	



:7.4

(6.4)

(%40,7) (10-6)

(15-11)

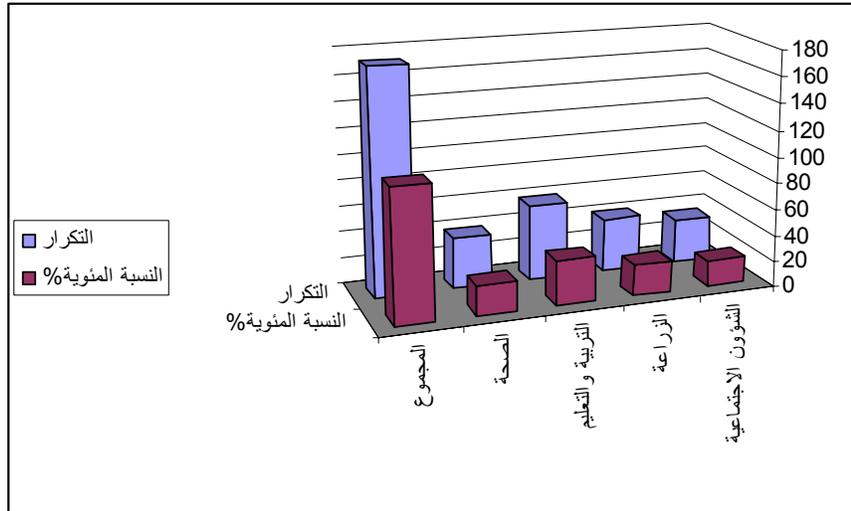
(%18,0)

(20)

,(%21,5)

: 7.4

%		
19.8	34	
23.8	41	
33.7	58	
22.7	39	
100.0	172	



:8.4

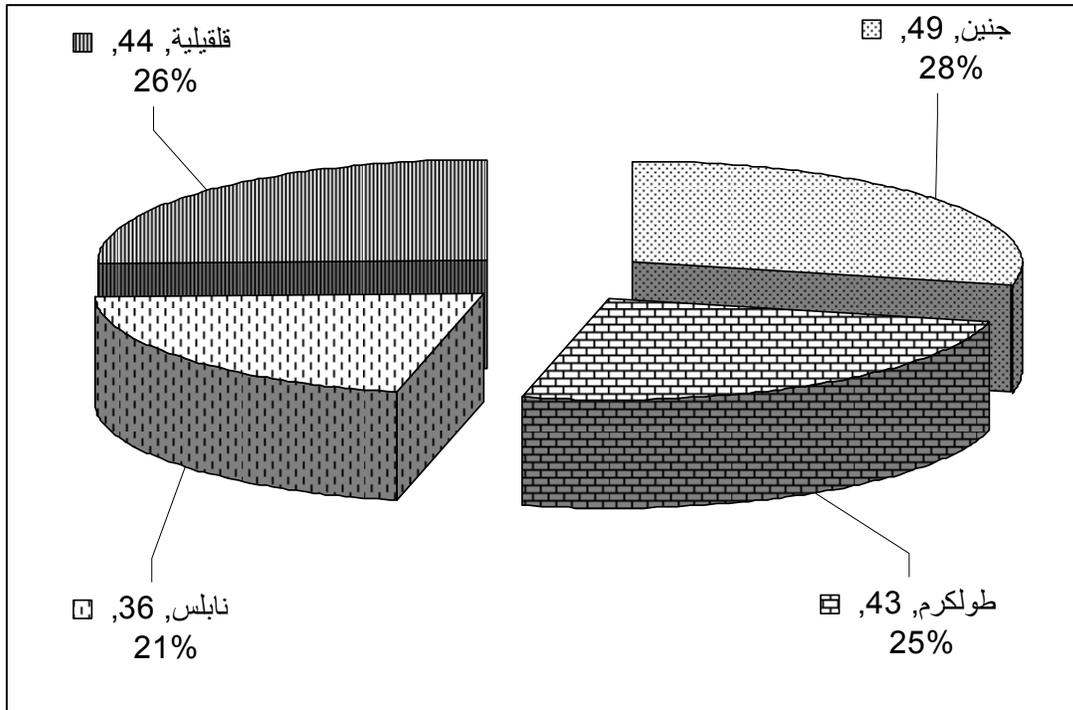
(%33,7)

(7.4)

(%23,8)

:8.4

%		
28.5	49	
25.0	43	
20.9	36	
25.6	44	
100.0	172	



:9.4

(8.4)

1.5

:

2.5

:

.1.2.5

:

:1.5

		*		
	.78	4.29		1
	.73	4.17		2
	.88	3.78		3
	.91	3.67		4
	.87	4.09		5
	.90	3.66		6
	1.10	3.16		7
	.94	3.85		8
	.59	3.83	()	

(5) (1) *

(1.5)

.(1)

.(8 ,6 ,5 ,4 ,3 ,2)

.(7)

.(4,29)

.(3,66-4,17)

(3,16)

.(3,83)

(1995)

(1991)

:2.5

/ / /

		*	/ / /	
	1.03	3.77		9
	1.01	3.61		10
	.93	3.57		11
	.92	3.84		12
	1.01	3.27		13
	.96	3.57		14
	.93	3.68	()	15
	.96	3.72	()	16
	.94	3.80		17
	.68	3.65		

(5)

(1)

*

(2.5)

,12 ,11 ,10 ,9)

/ / /

,(3.57-3.84)

,(17 ,16 ,15 , 14

,(3.27)

(13)

.(3.65)

(1994)Macan

:3.5

		*			
	.95	3.74		18	
	.84	3.80		19	
	.84	4.23		20	
	1.11	3.28	24	8	21
	.81	3.86		22	
	.92	3.27		23	
	.74	3.83		24	
	.85	4.01		25	
	.95	3.53		26	
	.55	3.73			

(5)

(1)

*

(3.5)

, (20)
, (26, 25, 24, 22, 19, 18) , (4.23)
, (23, 21) , (3.53-4.01)
, (3.27-3.28)
, (3.73)

Chaney(1991)

:4.5

		*		
	.90	3.80		27
	.84	3.68		28
	.80	4.01		29
	1.07	3.30		30
	.96	3.81		31
	1.02	3.61		32
	.97	3.62		33
	.63	3.69		

(5)

(1)

*

(4.5)

, (33 ,32 ,31 ,29 ,28 ,27)

, (30)

, (3.81-4.01)

. (3.69)

, (3.30)

(35%)

Moor & Cardner (1992)

(26%)

(1985)

:5.5

		*	
	.92	3.75	34
	.88	4.05	35
	.94	3.90	36
	.92	3.79	37
	.93	3.44	38
	.85	3.80	39
	.63	3.79	

(5)

(1)

*

(5.5)

.(39 ,38 ,37 ,36 ,35 ,34)

, (3.44-4.05)

.(3.79)

(14)

:6.5

		*		
	1.05	3.59		40
	1.09	3.51	-2	41
	1.11	3.78	-3	42
	.89	3.97	-4	43
	.93	3.83	-5	44
	.97	3.77	-6	45
	.77	3.74		

(5)

(1)

*

(15)

,(45 ,44 ,43 ,42 ,41 ,40)

, (3.51 -3.97)

.(3.74)

(1994)

:7.5

(%100+)

		*	(%100+)	
	1.01	3.28	.	46
	1.00	3.50		47
	.95	3.77	.	48
	1.08	3.44	.	49
	1.04	3.30	. %100	50
	.85	3.72		51
	.93	3.62	.	52
	.89	4.13		53
	.58	3.60	.	

.(5)

(1)

*

(7.5)

, (53,52, ,51 ,49 ,48 ,47) , (%100 +)
 ,(50 ,46) ,(3.50 -4.23)
 ,(3.28-3.30)
 .(3.60)

(1978)

:8.5

		*		
	1.31	2.43	.	54
	1.09	3.44		55
	1.15	3.15		56
	1.29	2.65	.	57
	1.23	2.37		58
	1.14	2.37	.	59
	1.21	2.51		60
	.79	2.70		

.(5)

(1)

*

(8.5)

, (3.44)
, (2.65-3.15)
, (2.37-2.51)
, (2.70)

, (55)
, (57 ,56)
, (60 ,59 ,58 ,54)

(8.5)

:9.5

		*		
	.97	3.66		61
	.91	3.69		62
	.92	3.60		63
	1.01	3.41		64
	1.15	3.68		65
	.87	4.04		66
	1.12	3.02		67
	.90	3.60	8	68
	.65	3.59		

.(5)

(1)

*

(9.5)

,(68 ,66 ,65 ,64 ,63 ,62 ,61)
 ,(67) ,(3.41 -4.04)
 ,(3.02)
 .(3.59)

(2003)

:10.5

		*		
	.59	3.83		1
	.63	3.79		2
	.77	3.74		3
	.55	3.73		4
	.63	3.69		5
	.68	3.65	/ / /	6
	.58	3.60	(%100+)	7
	.65	3.59		8
	.79	2.70		9
	.49	3.59		

.(5)

(1)

*

(10.5)

):

$$\left(\frac{3.59 \cdot 2.70}{3.60} \cdot \frac{3.65}{3.69} \cdot \frac{3.73}{3.74} \cdot \frac{3.79}{3.83} \right) \cdot (3.59) \cdot (\%100 + \dots)$$

:

.2.2.5

(11.5)

1)

(2.63 -3.24)

(10,11,14,18 8 5 4 2

(20 19 17 16 15 13 12 9 7 6 3)

(1.95 -2.58)

.(51.2)

:11.5

:

		*		
	1.10	3.24		1
	1.18	2.73		2
	1.00	2.29		3
	1.13	2.91		4
	1.21	2.65		5
	1.30	2.50		6
	1.05	1.95		7
	1.21	3.04		8
	1.14	2.19		9
	1.22	2.93		10
	1.19	3.15		11
	1.18	2.15		12
	1.13	1.98		13
	1.22	2.75		14
	1.12	2.06		15
	1.08	2.06		16
	1.25	2.58		17
	1.30	2.63		18
	1.29	2.22		19
	1.28	2.35		20
	.67	2.51		

(5)

(1)

*

.5.2.5

:

(0.01= α)

(pearson correlation)
(26.5)

(Pearson correlation)

:26.5

*	()		
0.096	0.128	172	

.(0.01= α)

*

.(0.01= α)

(26.5)

(0.05= α)

(0.096 = α)

(0.128)

:

5

:

	.(%0.70)	(122)	
		(%0.69)	(118)
117)			
			.(%0.68) (
	.(%0.66)	(115)	
()	
	.(%0.63)	(109)	
(102)			
			.(%0.59)
		:	
	.(%0.70)	(122)	•
			•
	(%0.69)	(118)	•
(117)			
			•
			.(%0.68)
			•
	.(%0.66)	(115)	
			•
	.(%0.65)	(112)	

.(%0.64)

(110)

•



1.6

:

•

,

,

,

,

.

/ / /

•

,

,

,

.

•

(%100+)

•

•

•

45

•

•

•

•

()

•

•

•

2.6

.....

:

-:

:

•

•

•

•

•

•

•

•

•

•

3.6

•

•

4 - -

:(1992).

" :(1994). •

"

:(2001). •

:(2003) •

:(1991). •

.(

:(1991) . •

: :(2002). •

:(1995).. •

:(1991). •

:(2002) . •

(1) (22)

:(2001). •

:(1986). •

- :(2004). •
- " ":(1993) . •
- :(1994) . •
- :(1998) . •
- :(1994). . •
- ":(1999 - 1417). . •
- (1) : " •
- :(1991) . •
- ":(1991). . •
- :(1992). . •
- :(1991) . •
- :(1993). . •
- .89-66 (26) (7) •
- : :(2000). •
- :(1997). •
- ":(1980). . •
- .1 13 : •
- :(1998). •
- :(1422) . . . •
- . 1422

." : "(1988) . . •
 : : (1978) . . •
 16 178 :(1998). •
 - :(2000) . . •
 :(1991). . •
 .76 50
 :(2004). . •
 : (1996). . •
 1996. (3) (28) •
 :(2003). •
 (92) : •
 :(2001). . •
 :(1991) . •
 :(1996). •
 .(4) •
 : :(1996) •
 . 1996 : •
 : : :(1997) •
 :(2000). •
 (12) •
 .(1) •
 :(1993). . •
 . 1993

- (2002).
- 2002.
- (1995).
- 1995.
- "(1988).
- (60) (28) ."
- (1988).
- (4) (16)
- (2002).
- (1997) .
- (2003).
- (30)
- (1999) .
- 1999
- (2002).
- 2002
- "(1996) .
- (2005)
- (1995) .
- (2000)
- (1422).
- (1999) .
- 3 (1985).

- (2001).
- (1994).
- (6) (2005) .
- (1991).
- (45)
- (2000)
- (1)
- (1996).
- "(2000).
- 1 . "
- (2001).
- (2001) .
- (2000). .
- . 2000
- (1995). .
- (35) :
- (2003) .
- (2001)
- . 2001
- (1994). .
- (16)
- (2) . (2)

:(2003). . •

2003.

:(1980) . . •

1 :(1996) . •

:(2001). •

(30)

" :(1994). . •

:(1977) . •

3 :(1985) . •

.(1963). •

(1987). . •

2.7

- (Ibraryjournal.15,(September 1987)
- Alexander Hamilton Institute Inc .(1978)Getting control of your time, new York, Modern business reports.
- Brief and Schuler R and UAN She.M.Mangning Jop setess Boston: Httl B rown (1981) .
- Bunge. C.stress in library. Library. library staff reavel sources of setess and satisfaction in their worr:.
- Chaney ,(1991): Teaching Student Time Management Skills,
- Cockburn AD.(1994): Teachers Experience of Time –Some Implications for Future – Research, England.
- Cushway& Tylor(1994)
- Ferner, Jack, (1999).Successful Time Management united state : John Wiley and sons Inc.
- Lang,(1992): Preventing Short –Term Strain Through Time Management Coping, Work and Stress

Lisa Louise (1999):

Macan TH (1996): Time Management – Training –Effects Time Behaviors, Attitudes , And Job – performance.

Macan TH.(1994): Time Management –Test of A Process Mode, Columbia.

- Mackenzie R.Alec.(1972).The Time Trap New Yourk Mc Graw Hill Boor-Company.
- Michael Eugene :(1990)

Moor & Gardner,(1992): Faculty Time of change, Job Satisfaction and Career Mobility,

: **3.7**

www.homekw.com/bet/archive/index.php/t-1007.html(1/3/2008)

2007.

www.ngoce.org/content/ts2564.doc2(13/9/2007)

2002.

www.ta9weer.com/vb/archive/index.php/t-739.html4.(11/10/2007)

:(2007)

www.aman-palestine.org (2/3/2008)

:(2006)

<http://www.mohe.gov.ps/chart.html>(30/10/2007)

:(2005)

www.mosa.gov.ps/.9k(11/11/2007)

(2006)

www.eduplanning.org(1428)

(1428)

[http:// www. Drandt.com /top-tens time – management.htm](http://www.Drandt.com/top-tens-time-management.htm)(24/6/2007)

DrRon@DrArndt.com(1999)

:1.4

-		.
		.
		.
	-	.
		.
		.

:2.4



/

/

"

"

/

(X)

:

35 - 31 []	30 - 25 []	25 []	.1 :
45	45 - 41 []	40 - 36 []	
	[]	[]	.2 :

			: .3
_____:			
			.4

15-11	10 - 6 []	5[]	: .5
	20	20-16 []	
			.6
			.7

: _____

/

X

5

)

.1

.(

						1
						2
						3
						4
						5
						6
						7
						8
						9

						10
						11
						12
						13
						14
					()	15
						16
						17
						18
						19
						20
					. 24 8	21
						22
						23
						24
						25
						26
						27
						28
						29
						30
						31
						32

						33
						34
						35
						36
						37
						38
						39
						40
						41
						42
						43
						44
						45
						46
						47
					+	48
						49
					%100	50
						51
						52
						53

						54
						55
						56
						57
						58
						59
						60
						61
						62
						63
						64
						65
						66
						67
						68

:

/

(X)

(5)

)

.(1)

.(

						1
						2
						3
						4
						5
						6
						7
						8
						9
						10
						11
						12
						13
						14
						15
						16
						17
						18
						19
						20

_____:

5

.1

.

.1

.2

.3

.4

.5

.2

.1

.2

.3

.4

.5

.3

:3.4



/

..... :

"

"

(7)

":

(95)

"(20)

(68)

:

-
-
-
-

FROM : ALQUDS UNIV PGS FAX NO. : 2798345 Nov. 05 2015 01:37AM P1

بسم الله الرحمن الرحيم

معهد التنمية المستدامة
Institute of Sustainable Development

التاريخ: ٢٠١٥/١١/١١

الى من يهمه الامر،،،

الموضوع: افادة طالب

تحية طيبة وبعد،،،

يفيد برنامج الدراسات العليا في التنمية الريفية المستدامة- جامعة القدس ان
الطالب/ة كفاح حامد رقمه/الجامعي 20510179 ملتحق/ة بالبرنامج
ويقوم حاليا باعداد بحث بعنوان:
.....
.....
يرجى من حضرتكم التكرم وتقديم المساعدة الممكنة له لتسهيل مهمته/ا. شاكرين لكم
تعاونكم.

وتفضلوا بقبول فائق الاحترام،،،

مدير المعهد
زيد قسام

Jerusalem - Abu Deis
Tel / Fax: 029227203-4
P.O.Box: 51000, 28002
email: Info@enl.jalana

تلفون: ٠٢٩٢٢٧٦٠٣٤٥
تلفاكس: ٠٢٩٢٢٧٦٠٣٤٥
ص.ب: ٥١٠٠٠ أو ٢٨٠٠٢

104	1.4
105	2.4
112	3.4
113	4.4

64	1.4
65	2.4
69	3.4
70		4.4
	
71	5.4
72		6.4
73	7.4
74	8.4
77		1.5
	
78		2.5
 / / /	
79		3.5
	...	
80		4.5
	
81		5.5
	...	
82		6.5
	
83		7.5
(%100+)	
84		8.5
	
85		9.5

86	10.5
87	11.5
88 (Pearson correlation)	12.5
	

67	1.4
68	2.4
69	3.4
70	4.4
71	5.4
72	6.4
73	7.4
74	8.4
75	9.4

	
	
	
	
	
1	:
1	1.1
3	2.1
3	3.1
5	4.1
5	5.1
6	6.1
7	7.1
7	8.1
8	:
8	1.2
11	2.2
11	1.2.2
12	2.2.2
13	3.2.2

14	4.2.2
16	5.2.2
18	7.2.2
18	1.7.2.2
19	2.7.2.2
19	3.7.2.2
20	8.2.2
22	9.2.2
32	10.2.2
32	3.2
34	1.3.2
37	2.3.2
38	3.3.2
39	4.3.2
40	5.3.2
42	6.3.2
45 :	
45	1.3
45	1.1.3
53	2.1.3
57	2.3
60	3.3
62 :	
62	1.4
62	2.4

63	3.4
63	4.4
64	5.4
65	6.4
66	7.4
66	8.4
68	9.4

76 :

76	1.5
76	2.5
751.2.5
87	2.2.5
89	3.2.5

92 :

92	1.6
95	2.6
96	3.6

97

114

115

117

118