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Ministry of Higher Education
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A Proposed Program for Applying the Method of Management by Objectives for Managing Secondary Schools in the Kingdom of Saudi Arabia

**A Thesis submitted to the Department of Education,
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Thesis Abstract

This study aims to design a proposed program for applying the method of management by objectives in the management of secondary schools in Saudi Arabia.

To this end, the researcher prepared a conceptual framework covering the concept of school administration, its objectives, and areas of its functions, in addition to introducing the method of management by objectives including its principles, models, experimentations, advantages, and disadvantages. The researcher also reviewed the issue of measuring job performance which has been selected to be the subject of the proposed program, as well as reviewing a large number of previous studies in this regard.

The researcher has also conducted a survey covering (7) headmasters and (7) teachers from the secondary school stage to make sure that the words of the proposed program are understood and clear.

Then the researcher designed a proposed program for applying the method of management by objectives in the management of secondary school in Saudi Arabia. The program consists of the following steps:

First step: the overall objectives for evaluating the functionality of the teacher.

Second step: the procedural objectives for evaluating the functionality of the teacher.

Third Step: procedures for objectives achievement to evaluate the functionality of the teacher.

Fourth step: measuring the work performance of the teacher.

Fifth Step: the criteria for the effectiveness of the proposed program.

After that, the researcher introduced the proposed program to a group of arbitrators consisting of 16 faculty members who are specialists in the field of educational management, curriculums and pedagogy. Then the researcher conducted the validity and stability test on the proposed program, where the stability coefficient ranged between (0.90) to (0.99), which is a very high value.

Study has depended on a random sample of headmasters and teachers of secondary governmental school of the Ministry of Education in Riyadh. The sample consisted of 696 members distributed in two groups: the first is an experimental group

comprising (341) members, and the second is a control group comprising (355) members. The researcher has used a number of statistical methods that are appropriate to the nature of this study.

Having analyzed the data, the researcher reached the following results:

1. There is no statistically significant differences at the level of 0.05 between the two categories of members of the experimental and control groups with respect to the variables of the study. This result shows the equivalence of members of the experimental sample with members of the control sample.
2. There are significant differences at the level of 0.01 among the members of the two categories of the experimental and the control sample group with respect to the standard of accuracy in favour of the members of the experimental sample. This indicates that the proposed program for applying the method of management by objectives in the management of secondary school is characterized by being a more accurate evaluation than the the teacher performance evaluation.
3. There are statistically significant differences at level 0.01 among the members of the two categories of the experimental and the control sample group with respect to the standard of objectives in favour of the members of the experimental sample. This finding suggests that the proposed program is more objective than the teacher performance evaluation card.
4. There are statistically significant differences at level 0.01 among the members of the two categories of the experimental group and the control group of the sample with respect to the standard of measurability in favor of the members of the experimental group. This result shows that the items of the proposed program are more measurable than the items of the teacher performance evaluation card.
5. There are statistically significant differences at level 0.01 among the members of the two categories of the experimental group and the control group of the sample with respect to the standard of satisfaction in favor of the members of the experimental sample group. This result shows that the level of satisfaction among both categories of the experimental sample with regards to the items of the proposed program is higher than the level of satisfaction among both categories of control sample with regards to the teacher performance evaluation card.

6. There are statistically significant differences at level 0.01 among the members of the two categories of the experimental group and the control group of the sample with respect to the standard of the effectiveness of the proposed program. The difference was in favor of the members of the experimental sample. This finding indicates that the proposed program of applying the method of management by objectives is more effective than the teacher performance evaluation card.

In light of the the findings of field study which emphasize the importance of applying the method of management by objectives. The researcher has suggested a number of recommendations, which he considers that the adoption of which may contribute to the development of secondary school administration in Saudi Arabia. The most important recommendation of the study, are:

1. The General Directorate of Educational Supervision of the Ministry of Education to implement the program proposed by this study for applying the method of management by objectives in the management of secondary school in Saudi Arabia.
2. The Ministry of Education to establish a special center under the Under-sercretarait for Educational Development to carry out the following basic tasks:
 - Development of the adminstrative educational process in a comprehensive and ongoing basis;
 - Conduct experiments in the field of school management and evaluate and follow-up it, and disseminate experiences that have proved successful in the educational environment in Saudi Arabia.
3. Creating a favorable climate for the application of the program of the proposed method of management by objectives in managing secondary schools.