

高級中學知識管理、教師專業成長需求與組織承諾關係之研究

摘 要

本研究旨在探討高級中學的知識管理、教師專業成長需求、與組織承諾之關係，以了解目前國內高級中學推動知識管理的情形，以及確認教師專業成長需求和組織承諾之高低情形，以作為高級中學行政實務運作的參考，以達成學校革新與發展的目的。

本研究採用調查研究法，並根據研究目的，研究問題及文獻探討結果，編製「高級中學知識管理、教師專業成長需求與組織承諾現況調查問卷」進行預試，並依據因素分析結果編製正式問卷進行調查研究。本研究以臺灣公立普通高中、附設國中班之完全高中以及開設職業課程之綜合高中的教師為母群體，依北、中、南、東四區以分層隨隨機抽樣方法進行抽取樣本，總計抽取 1340 位高中教師，回收有效樣本計 989 份，回收率為 73.81%。問卷調查結果採用描述性統計、皮爾遜積差相關、t 檢定、單因子變異數、多元迴歸分析等統計方法進行分析。

本研究之主要發現如下：

一、高級中學教師之知識管理、專業成長需求與組織承諾的現況，整體而言屬於中上程度。其中在教師專業成長的需求上最高，其次是組織承諾的表現、以知識管理的知覺最低。

二、不同背景變項的教師所知覺之學校知識管理具顯著差異。

三、不同背景變項的教師的專業成長需求沒有顯著差異。

四、不同背景變項之教師其組織承諾具顯著差異。

五、高級中學知識管理、教師專業成長需求、教師組織承諾三者之間具有顯著相關。

六、高級中學知識管理、教師專業成長需求，對於教師組織承諾具有顯著預測力。

依據以上之研究發現，本研究對教育行政主管機關、高級中學與未來研究分別提出以下建議：

一、對教育行政主管機關之建議

- (一) 建立完善之教育資料及教學媒體系統，以協助推動知識管理工作
- (二) 消弭不同類型與轄屬的學校間之差異，以提昇教師之組織承諾
- (三) 提供教師多元的進修研習機會，提高知識之應用創新及滿足專業成長需求

二、對高級中學之建議

- (一) 建立學校推動知識管理的成效評量指標、獎勵及支援機制度
- (二) 營造學校信任與合作的組織氣氛、良好的知識分享與創新文化
- (三) 增加教師擔任學校行政職務機會、研擬行政工作之計劃與執行
- (四) 協助支持教師參與進修研習、具備第二學科專長與選用教科書的知能
- (五) 規劃學校知識管理系統時，應兼顧學習程序與組織機制兩大主軸
- (六) 強化學校在文化建構、領導支持與資訊科技的機制，以提高教師組織承諾
- (七) 建構有利於激發教師組織承諾的學校知識管理系統與教師專業成長知能

三、對未來研究之建議

- (一) 研究對象方面，建議擴大研究群體。
- (二) 研究方法方面，建議兼採質性研究。
- (三) 研究工具方面，建議再進一步加以改良。
- (四) 研究變項方面，建議納入其他變項進行分析。

關鍵字：高級中學；知識管理；專業成長需求；組織承諾。

Study on the relationship among knowledge management, needs of teacher professional growth and organizational commitment in Taiwan's Senior High Schools

Abstract

The purpose of this study was to explore the relationship among knowledge management, needs of teacher professional growth and organizational commitment, so as to understand the state of the arts of knowledge management, teachers' professional growth need, and organizational commitment of high schools, and can be a reference sources for the implementation of schools' future innovation.

The study was conducted with survey study. According to the result of literature review and the purposes and issues of this research, a 4-point Likert-like scale was compiled. After revision, the scale was sent to 1,340 public high school teachers by random. 989 valid questionnaires were returned and analyzed by SPSS 13.0 for Windows Statistical Package. Statistical methods such as descriptive statistics, product-moment correlation, t-test and one-way ANOVA, multiple regression were used to data analysis.

The findings of this research were as follows:

1. The levels of knowledge management, needs for professional growth and organizational commitment were all above average, and the need for professional growth was the highest among them.
2. Teachers with different background had significant difference in school knowledge management.
3. Teachers with different background had no significant difference in needs for professional growth.
4. Teachers with different background had significant difference in organizational commitment.
5. There were significant relationships among knowledge management, needs for professional growth and organizational commitment in high school.
6. Organizational commitment of high school could be predicted by knowledge management and needs for professional growth.

Based upon the finding, several proposals were made:

1. Proposals for superior authorities

(1) An integrated teaching resources and media system should be established so as to promote the practice of knowledge management.

(2) In order to enhance the organizational commitment of school, the differences of schools that caused by different types and divisions should be terminated.

(3) Multiple channels to research and study should be provided to strengthen the practice and innovation of knowledge and satisfy the needs for professional growth of school teachers.

2. Proposals for high schools

(1) The evaluative indicators, reward and supportive system should be built.

(2) The schools should build up the environment with trust and corporation, and emphasize on knowledge sharing and knowledge innovation.

(3) The schools should give teachers more chances to participate in administrative work.

(4) The schools should encourage teachers' in-service training and enhance their ability of choosing textbooks and build up another professional specialty.

(5) The schools should give consideration to both sides--learning process and organization mechanism when planning a knowledge management system.

(6) The schools should strengthen school's cultural construction, supportive mechanism and informational technology so as to promote the organizational commitment of teachers.

(7) The schools should construct a system that could motivate teachers' organizational commitment.

3. Proposal for further research

(1) The samples should be expanded.

(2) Qualitative studies should be adopted to make more in-depth data.

(3) The research tool should be revised.

(4) More demographic variables and environmental variables should be added.

Key Word: Senior High School, Knowledge Management, Needs of Professional Growth; Organizational Commitment