

國民小學組織動態能耐、組織健康氣候 與學校創新經營關係之研究

摘要

本研究旨在瞭解當前國民小學組織動態能耐、組織健康氣候與學校創新經營之現況；分析不同背景變項在國民小學組織動態能耐、組織健康氣候與學校創新經營之差異；探討國民小學組織動態能耐、組織健康氣候與學校創新經營之關係；研究國民小學組織動態能耐、組織健康氣候與學校創新經營之預測分析；與推論國民小學組織動態能耐、組織健康氣候與學校創新經營之路徑關係。

本研究採取文獻分析法及問卷調查法。根據文獻資料架構理論基礎，編製「國民小學組織動態能耐、組織健康氣候與學校創新經營調查問卷」，依全省分北、中、南、東四大區域，共抽取 93 所國小，合計 1408 位國小教師，對於國民小學組織動態能耐、組織健康氣候與學校創新經營之看法。回收資料經由描述性統計、變異數分析、相關分析、逐步多元迴歸，以及 LISREL 潛在變項模式等統計方法，所得研究結果如下：

- 一、國民小學組織動態能耐以「科技應用」為最高，其次為「創新學習」、「學校定位」及「知識管理」，而「行政整合」相對較低。
- 二、國民小學組織健康氣候以「教師的凝聚力」最高，其次為「同儕領導」、「資源的影響性」及「重視學業成就」，而「機構主體性」相對較低。
- 三、學校創新經營以「資訊科技創新經營」最高，其次為「外部關係創新經營」、「行政管理創新經營」及「教學分享創新經營」，而「校園規劃創新經營」相對較低。

- 四、年長、資深及兼任行政之教師所知覺的整體組織動態能耐、組織健康氣候及學校創新經營的程度較高。
- 五、私立學校之教師所知覺的整體組織動態能耐、組織健康氣候及學校創新經營的程度較高。
- 六、位於都市、小型學校及新設學校所知覺的整體組織動態能耐、組織健康氣候及學校創新經營的程度較高。
- 七、組織動態能耐、健康氣候與學校創新經營間具有高相關。
- 八、組織動態能耐與健康氣候能有效預測學校創新經營。
- 九、國民小學組織動態能耐、組織健康氣候與學校創新經營量表之二階驗證性因素分析模式適配度佳。
- 十、組織動態能耐透過組織健康氣候，有助於推動學校創新經營。

研究者依以上研究結果，分別針對主管教育行政機關、校長、教師以及未來研究者提出若干建議。茲分述如下：

壹、對於主管教育行政機關之建議

- 一、將動態能耐健康氣候學校創新經營納入學校評鑑指標
- 二、以辦學績效為指標來調整公私立學校的教育資源分配
- 三、為老舊學校重新注入一股新的活力以提升其創新能耐

貳、對於學校校長之建議

- 一、安排年長與資深教師協助新進教師經驗傳承
- 二、提供教師充足的教學資源與協助其專業成長
- 三、營造有創意的活力校園與人性化的健康校園
- 四、不因少數家長無理的要求而改變既有的政策
- 五、透過行銷策略建立學校品牌和提升學校形象

參、對於學校教師之建議

- 一、應用資訊及網路科技融入教學以增進教學效能
- 二、由校園資訊與通訊科技平台分享教學相關資訊
- 三、掌握外在環境的快速變遷建立獨特的創新能耐

肆、對於未來研究者之建議

- 一、研究對象可再擴大
- 二、研究議題加深加廣
- 三、研究方法可更多元

關鍵字：國民小學、組織動態能耐、組織健康氣候、學校創新經營

A Study on Relationships between the Dynamic Capabilities and Organizational Health Climate and School Innovative Management in Elementary School

Abstract

The main purposes of this study are: (1) to understand the present condition of dynamic capabilities, organizational health climate, and school innovative management in the elementary school; (2) to analyze the diversity of different background variables in dynamic capabilities, organizational health climate, and school innovative management in the elementary school; (3) to discuss the relationships between dynamic capabilities, organizational health climate, and school innovative management in the elementary school; (4) to investigate the Predicted Analysis of dynamic capabilities, organizational health climate, and school innovative management in the elementary school; (5) to conclude the path relationships between dynamic capabilities, organizational health climate, and school innovative management in the elementary school.

The present study applied literature analysis and questionnaire survey method. According to related literature, the theoretical foundation was constructed and 「Elementary School Dynamic Capabilities, Organizational Health Climate, and School Innovative Management Survey Questionnaire」 was organized. Ninety-three elementary schools were chosen randomly from north, central, south, and east regions in Taiwan. Totally there were 1408 elementary school teachers. Subjects' viewpoints about Elementary School dynamic capabilities, organizational health climate, and school innovative management were collected. The data were analyzed by Descriptive Statistic, ANOVA, Correlation Analysis, Stepwise regression, and LISREL8.71. The results are shown below:

1. About dynamic capabilities in the elementary school, technology application is the highest, then innovative learning, school positioning, and knowledge management. And administrative integration is comparatively lower than the others.

2. About organizational health climate, teacher affiliation is the highest, then collegial leadership, influence of resources, and emphasis on academic achievement. Subjectivity of institution is comparative lower than the others.

3.About school innovative management, information technology innovative management is the highest, then external relationship innovative management, administrative management innovative management, and teaching sharing innovative management. And campus planning innovative management is comparatively lower than the others.

4.Teachers, who are senior, experienced, or have administrated jobs, perceive dynamic capabilities, organizational health climate, and school innovative management higher than young, unexperienced teachers.

5.Private school teachers' perception of dynamic capabilities, organizational health climate, and school innovative management is higher than public school teachers.

6.Teachers' perception about integral dynamic capabilities, organizational health climate, and school innovative management is higher when they teach in urban, small-scale, and newly-built schools.

7.There is high correlation association between dynamic capabilities, organizational health climate, and school innovative management.

8.Dynamic capabilities and organizational health climate can effectively predict school innovative management.

9.The fit measures of the two-order confirmatory factor analysis model of dynamic capabilities, organizational health climate, and school innovative management is good.

10.By organizational health climate, dynamic capabilities can promote school innovative management

According to studied results, some suggestions are addressed for educational administrated institutions, principals, teachers, and future researchers.

1.For educational administrated institutions

(1)Bring dynamic capabilities, health climate, and school innovative management into school evaluation indicators.

(2) Allot educational resources for public and private schools by school achievement.

(3) Rebirth old schools and promote their innovative capabilities.

2.For principals

(1) Create opportunities for senior and experienced teachers to share and pass down their experience.

(2) Provide teachers with sufficient teaching resources and help them to advance professional development.

(3) Construct creative, animate, humanistic, and health campus.

(4) Do not change prime policies due to some parents' unreasonable demands.

3.For school teachers

(1) Integrate information and Internet technology into teaching to enhance teaching efficiency.

(2) Share teaching resources through campus information platform.

(3) Know the outside environment is changed in high-velocity and create unique innovative capabilities.

4.For future researchers

(1) There should be more subjects.

(2) Researched issue can be deeper and broader.

(3) Researched methodologies can be more multi-dimensional.

Keyword : the elementary school, organizational dynamic capabilities, organizational health climate, school innovative management

