

the role of school administration in activating crisis management during corona pandemic in the state of palestine and kuwait from the viewpoint of secondary school principals

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## **The role of school administration in activating crisis management during Corona pandemic in the State of Palestine and Kuwait from the Viewpoint of secondary school principals**

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### **Abstract**

This study aimed to identify the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait from the View Point of secondary school principals and to identify the impact of the following variables (state, years of experience, specialization, educational qualification). 20) paragraphs, which were distributed to (60) male and female managers in Palestine and Kuwait, and (50) questionnaires valid for analysis were counted, and their validity and reliability were confirmed by a committee of specialized arbitrators. Statistically using the statistical package for social sciences, and the study showed that the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait from the View Point of secondary school principals was significant, and it was found that there are no statistically significant differences at the level of significance ( $\alpha = 0.05$ ) in Responses of the study sample members towards the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait from the View Point of secondary school principals according to the variables (country, specialization, higher qualification Mai) and it was found that there are statistically significant differences at the level of significance ( $\alpha = 0.05$ ) in the responses of the study sample members towards the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait from the View Point of secondary school principals according to the variable (years of experience) and building Based on the results of this study, the researchers recommended recommendations.

**Keywords:** school administration, crisis management, Corona pandemic, the State of Palestine and Kuwait.

### **Introduction**

The school is an important educational field, and the crises it is going through represent a critical point, which made some principals often lose the ability to contain it, deal with it and take appropriate decisions towards it, which leads to the school's impediment in achieving its goals, and the school faces multiple types of crises that differ. Its causes include those related to the students, the teacher or the building, and others related to the natural conditions, and thus lead to a defect that affects the functioning of the educational system in the school, which requires immediate intervention from the administration to deal with it, and take the appropriate decision regarding it to prevent its occurrence, or reduce its negative effects on the school. Workflow in the school (Abdel-Wahab and Al-Mursi, 2014).

As the emergence of the new virus (19-Covid) in the world today has led to the emergence of many challenges and deep obstacles to the normal functioning of business and services in all vital sectors in the countries of the world, which has brought about several economic effects; Including those related to global import and export operations, and several social effects, the most important of which are social isolation and family problems, the lack of social responsibility achievement by individuals and companies, and several health effects; Including: the increase in the number of deaths in the world, the forgetfulness of infection, the spread of the epidemic, and the drastic changes that will result from all of the above in the contemporary concept of globalization and its various dimensions (Al-Arefan, 2021).

The crisis triggers a sudden shift in the pattern of behavior or the usual interaction as a result of the interaction of a group of variables or interactions that result in a sudden situation that involves a direct threat to core values or interests, which necessitates the need to make quick decisions under severe pressures represented by lack of time and lack of information (Al-Zou'bi, 2014).

Many specialists in the field of crisis management have emphasized the importance of preparedness and advance planning for crisis and disaster management in order to control the methods and tools that can be used in the field of crisis management and thus avoid many crises and disasters. and integration with the requirements of modern life (Zaidan, 2013).

Crisis management is the management of the future and the present. It is based on science and knowledge, and works to protect the educational institution and improve its performance, and to maintain the safety of workers in the educational field while addressing any defect and perception of one of its sectors or addressing any cause that may lead to the occurrence of a future crisis, and then maintains The school is vibrant and productive. Success in managing school crises requires that the school leader possess the competencies of proper organization and direction through his ability to know all aspects of the crisis to make high-quality decisions that reduce the severity of the crisis (Abdul Khaleq, 2013).

Based on the foregoing, it was found that there is great importance for school administration and that it works to control and arrange job performance, as it was found that the Corona pandemic worked to destabilize all systems and that it was necessary to activate crisis management in schools. Accordingly, this study came in order to shed light on the role of administration Schools in activating crisis management during the Corona pandemic.

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### **Study Problem**

Recently, the Corona virus invaded all countries of the world without exception, as it disrupted the systems and arrangements in all schools. Therefore, it is necessary to activate the role of crisis management in order to reduce this problem that afflicted all countries of the world, from which no educational institution was spared. It is necessary to activate crisis management in order to reduce these problems, and for this reason, since the researchers are from the State of Palestine and Kuwait, it was decided that this study should be applied to the two countries, where the problem of the study lies in answering the following main question:

What is the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait from the View Point of secondary school principals? The following sub-questions are derived from the main question:

1 - Are there statistically significant differences at the level ( $\alpha = 0.05$ ) in the average responses of the study sample members towards the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the state variable?

2 - Are there statistically significant differences at the level ( $\alpha = 0.05$ ) in the average responses of the study sample members towards the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the educational qualification variable?

3 - Are there statistically significant differences at the level ( $\alpha = 0.05$ ) in the average responses of the study sample members towards the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the variable of specialization?

4 - Are there statistically significant differences at the level ( $\alpha = 0.05$ ) in the average responses of the study sample members towards the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the variable years of experience?

### **Study Objectives**

This study aims to

1 - Identifying the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait from the View Point of secondary school principals.

2 - Identifying if there are statistically significant differences at the level ( $\alpha= 0.05$ ) in the average responses of the study sample members towards the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the state variable.

3 - Identifying if there are statistically significant differences at the level ( $\alpha=0.05$ ) in the average responses of the study sample members towards the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the educational qualification variable.

4 - Identifying if there are statistically significant differences at the level ( $\alpha=0.05$ ) in the average responses of the study sample members towards the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the variable of specialization.

5 - Identifying if there are statistically significant differences at the level ( $\alpha=0.05$ ) in the average responses of the study sample members towards the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the variable years of experience.

### **Study importance**

The importance of this study stems from achieving its objectives, and can be summarized as follows:

1 - This study is (according to the researchers' knowledge) the first of its kind in the Palestine and Kuwait region.

2 - This study presents an important topic, which is the role of school administration in activating crisis management during the Corona pandemic, through the results that will be reached.

3 - It is expected that the results of this study will be of interest to the directors and the Ministry of Education in the two countries, as well as to specialists and those interested in this field.

4 - It is hoped that this study will enrich the Arabic library as it is an important reference that helps researchers to reach accurate information on the subject of the study.

### **Study Limitation**

The framework of this study was determined by the following factors:

**Time Factor:** This study was conducted in the first semester of the academic year (2022-2021).

**Spatial factor:** This study was conducted in the State of Palestine and Kuwait.

**Human factor:** This study was conducted on an available sample of school principals in Palestine and Kuwait, as it was determined by the questionnaire used and its validity and reliability.

### **Study Terminology**

**Role:** a set of related activities or behavioral frameworks that achieve what is expected in certain situations, and the roles have the possibility of predicting the individual's behavior in different situations (Abu Shaira, 2015).

**Crisis management:** the process of preparing and estimating internal and external problems, and then planning, preparing and preparing to confront them so that things return to what they were before the crisis or close to it (Sassila and Al-Yousifi, 2014).

**Corona virus:** It is a broad family of viruses that includes viruses that can cause a range of illnesses in humans, ranging from the common cold to severe acute respiratory syndrome (WHO, 2020).

### **Previous studies**

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### **Al-Qarni and Sharif Study (2021)**

The study aimed to identify the degree of crisis management competencies among school leaders in Bisha governorate from the teachers' View Point, and to reveal whether there are statistically significant differences at the significance level ( $\alpha > 0.05$ ) between the average responses of the study sample to the degree of availability of crisis management competencies for school leaders. Bisha Governorate attributed to the variables: (educational stage - years of experience, training courses). The study used the descriptive correlative approach, and relied on the questionnaire as a tool for collecting information, which was applied to a sample of (2,399) female teachers in the Bisha Governorate Education Department for the academic year 1440/1441 AH. Availability of crisis management competencies among school teachers in Bisha governorate from the View Point of the teachers. It is attributed to the variables of the educational stage - years of experience (training courses), and in light of these results, the study recommended the necessity of holding training courses and workshops for school leaders about: Crisis management mechanisms, and how to employ them in schools.

### **Study of Al-Ajami and Al-Harashah (2021)**

The study aimed to identify the degree of practice of middle school principals in the State of Kuwait of strategies for managing educational crises in light of the Corona pandemic from the View Point of school teachers in it; And revealing the significance of the differences between the average teachers' ratings according to the variables (gender, years of experience, and educational qualification). The study sample consisted of (354) male and female teachers, and the descriptive survey method was used. To achieve the objectives of the study, the researcher developed a questionnaire that consisted of two parts: the first part included some demographic variables; The second part of it included (46) paragraphs, and the validity and reliability of the tool were verified. The results of the study revealed that the degree of practice of middle school principals in the State of Kuwait of educational crisis management strategies in light of the Corona pandemic came to a medium degree and showed that there were statistically significant differences due to the effect of (sex) variables in all fields except planning), and educational qualification (in all fields except skills) leadership), and indicated that there were no statistically significant differences due to the effect of years of experience in all areas and the total degree except for planning. (years of experience no differences only in planning). The study recommended the need to increase attention to the process of selecting competent and competent principals who are able to manage educational crises in light of the exposure to the crisis, and to increase interest in refining the experiences and skills of school principals, raising their awareness, and holding courses and workshops targeting school principals for the purposes of educating them to confront educational crises, as it is necessary to pay attention to the element The human being is at the center of the educational process.

### **Al-Mawadeyah and Zou'bi Study (2020)**

The current study aimed to reveal the degree to which kindergarten principals practice the crisis management strategy in their administrative work in light of the Corona pandemic and their attitudes towards distance learning. The two measures of crisis management and attitudes towards distance learning were developed by researchers. The study sample consisted of 112 kindergarten principals in the capital governorate, Amman. Among the most important results shown by the study is the low level of crisis management for kindergarten principals in their administrative work with an arithmetic

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mean of 2.01 and a standard deviation of 0.78. The results also indicated a decrease in the trends variable, where the arithmetic mean was 2.26 and the standard deviation was 0.86.

### **Buhais and Al-Afandi Study (2020)**

The study aimed to identify the degree of public school principals' practice of crisis management skill from the teachers' View Point, and the effect of the variables: (gender, educational qualification, years of experience, directorate, and school location). The study sample consisted of (300) male and female teachers from the schools of Bethlehem and Yatta were chosen by the simple random method. The researchers used a questionnaire consisting of (30) items, the reliability coefficient of the tool was (0.982). The results of the study indicated that the practice of crisis management skills by government school principals was to a large extent. The study showed that the field related to the procedures followed by managers for the occurrence of the crisis came first, then the area related to the procedures followed by managers in planning to confront the crisis, and finally the field related to the procedures followed by managers to deal with the crisis during its occurrence. The results of the study indicated that there were no statistically significant differences according to the variables (educational qualification, number of years of experience and school location). It showed that there were no statistically significant differences according to the gender variable in the first domain, while it showed that there were statistically significant differences according to the gender variable in the second domain in favor of males and in the third domain in favor of females. It showed that there were no statistically significant differences depending on the variable of the Directorate in the first field. While it showed that there were statistically significant differences according to the directorate variable in the second field in favor of Yatta Directorate and in the third field in favor of Bethlehem Directorate.

### **Niroukh Study (2020)**

This study aimed to know the degree of school crisis management practice among government school principals in Hebron Governorate from the teachers' View Point, and the effect of the variables (teacher gender, school principal's gender, school type, number of school students, years of experience in that, and the researcher used the descriptive analytical approach, The researcher also used the questionnaire as a tool for the study for its relevance and purpose of the study, which consisted of (40) paragraphs, distributed on (3) axes, so that the first axis (before the crisis) contained (13) paragraphs, and the second axis (during the occurrence of the crisis) contained ( 15 paragraphs, and the third axis (after the occurrence of the crisis) contained (12) paragraphs, and the study population consisted of (2)

male and female teachers, and the tool was applied to (203) male and 902 female teachers who work in the Hebron Central District, and they were chosen by stratified random method, and the study reached the following results: The degree of school crisis management practice of public school principals in Hebron governorate was high And that school principals have a preconception of any emergency crisis, and on all axes of the questionnaire (before, during and after the crisis), and the study also found that the principals' ability to deal with the crisis before it occurs is much greater than their ability to deal with it after its end, and the results of the study indicated that There are no statistically significant differences at the significance level (0.05) in the average degree of school crisis management among government school principals from the teachers' View Point due to the variables (teacher's gender, school principal's gender, school type, number of school students, years of experience), and that School principals involve the local community in finding solutions to crises, and

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that the local community has a role in overcoming difficulties in schools and assisting them in managing school crises, and that there is a great role for official bodies such as the directorates of education in assisting schools He studied school crises management, and that school principals lay out a future vision for the crises that could face them.

### **Al-Mashaqbeh Study (2018)**

The study aimed to reveal the degree to which government school principals in Zarqa Governorate possess the skill of managing school crises from their View Point. Selection of a random sample consisting of (125) male and female managers in Zarqa Governorate. The results indicated that the degree to which government school principals in Zarqa Governorate possessed the skill of managing school crises from their View Point on the tool as a whole was high, amounting to (4.14), and the order of the domains - in descending order - according to the domains: the domain of confrontation, with an average of (4.21), the domain of cooperation, Average (4.09), containment range, average (4.00). The results also showed that there were no statistically significant differences at the significance level ( $\alpha = 0.05$ ) in the degree to which government school principals in Zarqa Governorate possessed the skill of managing school crises due to the gender variable. In light of the results, a number of recommendations and proposals were presented to increase the degree of possession of crisis management skill in Zarqa Governorate schools and throughout the Kingdom of Jordan.

### **Yihwa Study (yi-hwa, 2015)**

The study aimed to analyze school crisis management and discover the methods that are used to confront the crisis, and traditional methods often fail to confront the complex crisis. The study was conducted in one of the Midwestern schools in America to collect (12 - PK), which is a combination of a case study to collect data in a systematic way and analyze it. They used open coding and selective coding. New topics were introduced, continuous comparative analysis was used, and strategies for enhancing confidence were discussed. The results indicate that (a) the dynamic (crisis life cycle model) is useful in recognizing and addressing the school crisis. (B) The emergence of flexibility, cooperation and a self-correction mechanism, strengthening the existing understanding of crisis management, and developing a mechanism for discussing the results and effects of the crisis.

### **Waters and Johnson study (Waters\_ Johnson, 2013)**

The study aimed to identify the role of school principals in defining and identifying the crisis, and looking at their role in the school crisis. The study included the following questions: 1- What are the assumptions, beliefs and ideas that guide and plan the crisis and the procedures, especially with regard to principals? 2 - What are the cases that make managers know the event of the crisis? 3 - What is expected of managers during a crisis? The study used two data sources: the creation of a crisis management plan and text analysis, a method of analysis developed by (McKee, 2003) that was used to determine how to define a crisis and to discover guidelines for the behavior of managers. Data was collected from a representative sample of primary school principals in two US states, and (188) principals responded to questions that allowed them to talk about their own experiences with crisis situations. The results indicated that the principals are aware of the crisis plans, and that most of them believe that they and their employees are prepared for crises, whether in the surrounding community

or in the school building, that their practices they follow are highly reliable, and that the hierarchy may be disrupted during the crisis and in emergency situations.

### Study of (Minnesota, 2012)

Focused on making the Minnesota model of education a model for crisis management politicians for school districts and charter schools to help them adopt a written policy that organizes the crisis management planning process. Develop and adopt a written crisis management policy in consultation with principals, teachers, students, parents, and community emergency agencies. This policy is intended to serve as a guide for schools, administrators, teachers, students and community members to address a wide range of potential crisis situations in school districts.

### Study Methodology

In order to achieve the objectives of the study, the field descriptive approach was used, which is defined as a method of research that deals with the interpretation of the existing situation of the phenomenon or problem by defining its conditions and dimensions and describing the relationships between them with the aim of concluding an accurate and integrated practical description of the phenomenon or problem based on the facts associated with it. (Abu Bakr 2002, p. 15).

### Study population and sample

The study population consisted of all principals of schools in Kuwait and Palestine. An available sample of 50 principals was selected from them. The following is a description of the characteristics of the study sample according to its variables:

**Table (1) Distribution of the study sample according to the study variables**

Variable	Category	repetition	Ratio
Gender	Palestine	25	50
	Kuwait	25	50
	<b>Total</b>	50	100
Academic specialization	Professional section	14	28
	Scientific section	16	32
	Literary section	20	40
	<b>Total</b>	50	100
Academic specialization	Diploma	8	16
	Bachelor's	38	76
	Postgraduate	4	8
	<b>Total</b>	50	100
Years of Experience	Less than 5 years old	10	20
	5-10 years old	22	44
	more than 10 years	18	36
	<b>Total</b>	50	100



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### **Study tool**

The researchers prepared the study tool (the questionnaire) after reviewing the literature of the study and previous studies related to the subject. The questionnaire included two parts, the first section is descriptive data, and the second section includes data for the study variables, where the number of the tool's paragraphs reached (20) paragraphs, and the study's questionnaire was designed on The basis of the Likert scale is five-dimensional, the items were built in the positive direction, and the weights were given to the items as follows: Strongly agree: five degrees, agree: four degrees, neutral: three degrees, disagree: two degrees, and absolutely disagree: one degree.

### **Validity of the tool**

The validity of the tool has been verified by presenting it to a group of arbitrators with specialization and experience in the field of educational sciences and asking them to express their opinion on the paragraphs of the questionnaire by deleting and modifying and proposing new paragraphs that are suitable for the tool for the subject of the study. (20) paragraphs, and accordingly, the tool has the sincerity of the content.

### **Tool reliability**

From extracting the reliability coefficient, the researchers used Cronbach's alpha equation. The reliability coefficient was (0.88), and these values that were reached for the reliability coefficients are suitable and meet the purpose of the study.

### **Statistical processing**

After collecting, coding and processing the data using appropriate statistical methods, using the SPSS statistical program, the researchers used frequencies, arithmetic averages, standard deviations, Cronbach's alpha equation, t-test for two independent samples and one-way analysis of variance.

### **Results**

This study aims to identify the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait from the View Point of secondary school principals. To explain the results of the study, the researcher used the following arithmetic averages:

Less than 2.5	Low
2.5 – 3.5	Medium
More than 3.5	High

The following is a view of the study results

**First:** the results related to the main study question:

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In order to answer this question, the arithmetic mean and standard deviation were extracted for each item of the tool, and the following is a statement of that:

**Table (2) Arithmetic averages and standard deviations on the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait from the View Point of secondary school principals**

No	Items	Arithmetic average	standard deviation	Degree
1.	The administration works to ensure the continuity of cooperation between the school administration and parents of students in the event of crises.	4.12	0.87	High
2.	The school administration studies the available alternatives and analyzes them to try to deal with the crisis	4.11	0.89	High
3.	The school administration allocates a side budget for sudden crises.	4.09	0.5	High
4.	The school administration prepares a team of experienced and skilled members to face crises.	4	0.56	High
5.	The school administration prepares a guide to deal with the crisis.	3.98	0.78	High
6.	Priorities are arranged to start implementing them and using previous crises.	3.92	0.49	High
7.	The school administration works to spread the culture of cooperation between teachers and students in the event of crises.	3.9	0.44	High
8.	The school administration determines the costs involved in facing the crisis.	3.89	0.58	High
9.	The school administration provides the necessary means and techniques to ensure the progress of the educational process in the school in times of crisis.	3.89	0.97	High
10.	The school administration follows up the progress of the educational process from all aspects in the event of a crisis.	3.77	0.95	High
11.	The school administration carries out reciprocal visits to take advantage of the different methods used by other principals.	3.76	0.88	High
12.	The school administration is in constant contact with the supporting authorities to find appropriate solutions to crises.	3.74	0.52	High
13.	The school administration does cooperation with relevant institutions and bodies to help overcome the crisis.	3.71	0.98	High

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14.	The school administration motivates teachers to work and encourages them in the event of crises.	3.68	0.97	High
15.	The school administration proposes a training program for school personnel to help in facing crises.	3.64	0.46	High
16.	The school administration provides methods and aids that limit the increase and speed of the outbreak of the crisis.	3.61	0.91	High
17.	The school administration is keen to take measures of prevention and protection from the intensification of the crisis	3.58	0.85	High
18.	Alternative ways for school administration to communicate with teachers are being prepared to ensure continuity of cooperation by helping implement solutions to the crisis.	3.56	0.69	High
19.	The school administration trains teachers how to use teaching techniques in their lessons in times of crisis.	3.41	0.98	High
20.	The school administration cooperates with the local community to find appropriate solutions at the time of crises.	3.27	0.51	High
	Total marks	3.78	0.38	High

It is clear from the data in the previous table that the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait from the View Point of secondary school principals was between large and medium, so the arithmetic averages on them ranged from (4.12 to (3.27), and while The overall degree relates to the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait from the View Point of secondary school principals, as it was significant in terms of the arithmetic average, which amounted to (3.78), and this result indicates the role of school administration in activating crisis management during a pandemic. Corona in the State of Palestine and Kuwait from the View Point of secondary school principals is great.

**The first sub-question:** Are there statistically significant differences at the level ( $\alpha = 0.05$ ) in the average responses of the study sample members towards the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the state variable?

In order to answer this question related to the state variable, a t-test was used for independent samples, and the results of the following table show that:

**Table No. (3) The results of the (T) test for independent samples in the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the state variable**

variable	variable value	Repetition	average	standard deviation	T value	Significance level
State	Palestine	25	3.75	0.37	1.497	0.31
	Kuwait	25	3.81	0.33		

\* (Statistically significant at significance level  $\alpha = 0.05$ )

We note through the data in the previous table that there are statistically significant differences at the level ( $\alpha = 0.05$ ) in the average responses of the study sample members towards the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the state variable. The value of the significance level reached (0.31) and this value is greater than (0.05), and this result confirms the existence of statistically significant differences at the significance level ( $\alpha = 0.05$ ) in whether there are statistically significant differences at the level ( $\alpha = 0.05$ ) in the mean Responses of the study sample members towards the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the state variable.

**The second sub-question:** Are there statistically significant differences at the level ( $\alpha = 0.05$ ) in the average responses of the study sample members towards the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the variable of specialization?

In order to answer this question related to the variable of specialization, the one-way analysis of variance test was used, and the results of the following table show that:

**Table (4) The results of the one-way analysis of variance test for the significance of the differences The role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the variable of specialization**

\* (Statistically significant at significance level  $\alpha = 0.05$ )

Category	Contrast Source	sum of squares	Freedom Degrees	average squares	F value	Significance level
Academic Specialization	between groups	0.166	2	0.083	0.87	0.792
	within groups	4.467	47	0.095		
	Total	4.633	49			

We note through the data in the previous table that there are no statistically significant differences at the significance level ( $\alpha = 0.05$ ) the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the variable of specialization. The value of the significance level reached (0.79) and this value is greater than (0.05), and this result

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confirms the absence of statistically significant differences at the significance level ( $\alpha = 0.05$ ) in the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the variable of specialization.

**The third sub-question:** Are there statistically significant differences at the level ( $\alpha = 0.05$ ) in the average responses of the study sample members towards the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the educational qualification variable?

In order to answer this question related to the educational qualification variable, a one-way analysis of variance test was used, and the results of the following table show that:

**Table (5) Results of the ANOVA test for the significance of differences The role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait according to the educational qualification variable**

Category	Contrast Source	sum of squares	Freedom Degrees	average squares	F value	Significance level
Academic qualification	between groups	0.642	2	0.321	0.28	0.9
	within groups	4.531	47	1.132		
	Total	5.173	49			

**\* Statistically significant at significance level  $\alpha = 0.05$**

We note through the data in the previous table that there are no statistically significant differences at the significance level ( $\alpha = 0.05$ ) the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait. The value of the significance level was (0.90), and this value is greater than (0.05), and this result confirms that there are no differences between the levels of the educational qualification variable in the differences. The role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait.

**Fourth sub-question:** Are there statistically significant differences at the significance level ( $\alpha = 0.05$ ) in the responses of the study sample members? Differences The role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the educational qualification variable?

In order to answer this question related to the variable years of experience, the one-way analysis of variance test was used, and the results of the following table show that:

**Table (6) Results of the one-way analysis of variance test for the significance of the differences in the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait according to the variable years of experience**

Category	Contrast Source	sum of squares	Freedom Degrees	average squares	F value	Significance level
Total Degree	between groups	0.864	2	0.432	4.85	0.001
	within groups	4.212	47	0.089		
	Total	5.076	49			

\* Statistically significant at the significance level  $\alpha = 0.05$

We note through the data in the previous table that there are no statistically significant differences at the significance level ( $\alpha = 0.05$ ) in the differences in the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait due to the variable years of experience. The value of the significance level was (0.01) and this value is less than (0.05), and this result means that there are differences between the levels of the years of experience variable in the role of school administration in activating crisis management during the Corona pandemic in the State of Palestine and Kuwait.

### Recommendations

By reviewing the results of the study, the researchers reached a number of recommendations, the most important of which were:

- The need for the school administration to cooperate with the local community to find appropriate solutions at the time of crises.
- The school administration should continue to provide suggestions regarding training programs for staff in the school to help in facing crises.
- The school administration should continue to provide methods and aids that limit the increase and speed of the outbreak of the crisis.
- The school administration should take care to take the means of prevention and protection from the exacerbation of the crisis
- The necessity of conducting more studies dealing with the same title and addressing another academic community
- The necessity of conducting a study with the same title dealing with variables not included in the current study.

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