

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



إعداد
سامية خميس أبو ندا

إشراف الدكتور
رشدي عبد اللطيف وادي

2007/ 1428

قبل البدء ..

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

يرفع الله الذين آمنوا منكم والذين أوتوا العلم درجات

سورة المجادلة، آية 11

إِنِ اللَّهُ يُحِبُّ إِذَا عَمِلَ أَحَدُكُمْ عَمَلًا أَنْ يُقَبِّلَهُ

حديث شريف

إهداء

.....

.....

...

...

...

شكر وتقدير



....

...

/

...

.....

...

...

...

والله الموفق لما فيه الخير السداد،،

الباحثة

المحتويات

	Abstract
2	
4	
5	
5	
5	
6	
6	
7	
7	
8	
8	

14	:
18	:
29	:
	: :
34	
38	:
40	-1
43	-2
43	-3
48	:
50	:
	:
60	
61	:
62	:
63	() -
64	-1
67	-2
71	-3
72	() -

73	-1
76	-2
78	-
78	-1
80	-2
84	:
86	-1
90	-2
94	-3
97	-4
108	
112	
	:
116	
118	
123	
124	
125	
126	
134	
141	
	:
142	
145	
146	
147	

153	
162	
163	
	:
166	
166	
167	
168	
168	
172	
176	
186	
	:
188	
189	
215	
	:
237	
250	
252	
253	-
264	-

	قائمة الجداول	
167		.1
168		.2
172		.3
172		.4
173		.5
173		.6
174		.7
174		.8
175		.9
175		.10
176		.11
177	) (	.12
180	) (	.13
182	) (	.14
184		.15
185	:	.16
185	:	.17
188		.18
189		.19
192		.20

193		.21
195		.22
197		.23
199	(/)	.24
201	/)	.25
202	/) (	.26
203	/) (	.27
204	.	.28
206	:	.29
209	:	.30
212	:	.31
214		.32
216	(One Way Anova)	.33
216		.34
216		.35
217	(One Way Anova)	.36
217		.37

218		.38
219	t	.39
220	(One Way Anova)	.40
220		.41
221		.42
222	(One Way Anova)	.43
222		.44
223		.45
223	(One Way Anova)	.46
224		.47
224		.48
226	(One Way Anova)	.49
226		.50
226		.51
227	(One Way Anova)	.52
228		.53

228		.54
229	t	.55
230	(One Way Anova)	.56
230		.57
231		.58
232	(One Way Anova)	.59
232		.60
232		.61
233	(One Way Anova)	.62
234		.63
235		.64

قائمة الأشكال

75		.1
77		.2
80		.3
81		.4
83		.5
85		.6
88		.7
89		.8
91		.9
96	/	.10
99		.11
102		.12

271	(1)
272	(2)
279	" (3) "
280	" (5) "
281	" (4) "2007

ملخص الدراسة

.

(652)

.

:

One Sample T Test :

SPSS

One Way ANOVA

.

(Spearman-Brown Coefficient)

:

() :

*

()

.

.

*

.

*

.

*

.

*

.

.	.	*
.	.	*
	:	
(	)	-1
.	.	-2
	.	-3
.	.	-4
	.	-5
	.	...
.	.	-6
	.	-7
	.	

Research Abstract

The purpose of this study is to know the relationship between some personal variables and leadership types , on the one hand , and the Organizational Commitment and the feeling of Organizational Justice, on the other, in some Palestinian Ministries in Gaza Strip ,to underscore the existence differences that have statistical significance in leadership types in these ministries, and to find out the effects of these types on organizational Commitment among the employees and their feelings of organizational justice , to improve the level of human development and the management of human resources in ways that help to achieve the aspired national goals .

The study has been applied on a random sample from the society of the study which included largest six ministries in Gaza Strip. The number of the sample included(652) employees for whom questionnaires were distributed. These employees had leading positions in these ministries .These positions are :general director , director , chief of a section , chief of a subsection .

The researcher used the descriptive- analytical approach and some statistical approaches , such as (SPSS) and statistical tests , like One Sample- Test , One Way Anova , The Tamhan for multilateral correlatives Test , The Person Coefficient Spearman- Brown Coefficient , and The Alpha Kronbach Test .

The Study conclusions are :

- * The leadership types that dominates in the Palestinian ministries in Gaza Strip are :Telling (indicative) type , persuasive (consultative) type , and participative type , and delegated type . The practice of these types has come out according to statistical analysis with close averages and midlevel degrees , and that participative type is the most dominant type in these ministries .

- * There are differences among the views of the study sample concerning organizational commitment which are construed to personal variables .

- * There are differences among the views of the study sample concerning the feeling of organizational justice which are also construed to personal variables excluding the variable of salaries .

- * There is a link between the level of organizational commitment and the feeling of organizational justice among the employees of Palestinian Ministries in Gaza Strip .

* There is a link between the leadership types and the organizational commitment and the feeling of organizational justice in these Palestinian Ministries .

* There is a low level feeling of organizational justice in these ministries .

* The effect of the leadership type on organizational commitment is more than its effect on the feeling of organizational justice .

The research advises with the following points :

1- Providing a data base system which guides the General Directorate of Human Resource at the General Staff Office in the operation of choosing the administrative leaderships according to subjective foundations .

2- Reconsidering the systems of rewards , promotions in ranks and evaluations of performance , in way that achieves subjectivity and justice in these systems .

3- Reconsidering the employment conditions of the woman , and the legal rules concerning the compensations of civil service to guarantee higher degrees of organizational commitment and feeling of organizational justice among employed women .

4- The importance of training leaders how to build up positive work relationships between themselves and their employees , taking into consideration the positive effects of these relationships on behavioral variables which affect – in turn- the organizational commitment and the levels of performance and productivity .

5- The necessity of providing internal - rules system for the ministries which organizes the authorities and the measures of interaction and of reward and punishments and promotions ...etc .

6- Establishing a reward fund which is financed by private-sector investments

7- Taking guidance from the Islamic administration principles , and from the leadership type of our honorable prophet which is characterized by justice and mercy at same time taking benefit from the tremendous progress in modern times in the sciences of administration and leadership .

الفصل الأول

الإطار العام للدراسة

-
-
-
-
-
-
-
-

الفصل الأول الإطار العام للدراسة

مُتَلَمِّمًا

"

"

"

"

(1)

"

"

"

1

.31 (4) 2003

.(1)〃

•

•

()

•

.(2)

_____ 1
〃

∴

〃

.128 . 1999

1

〃

∴

2

.18- 16

2006

(1)

) :

.(

"

:

"

. 72 1996 (4) (11)

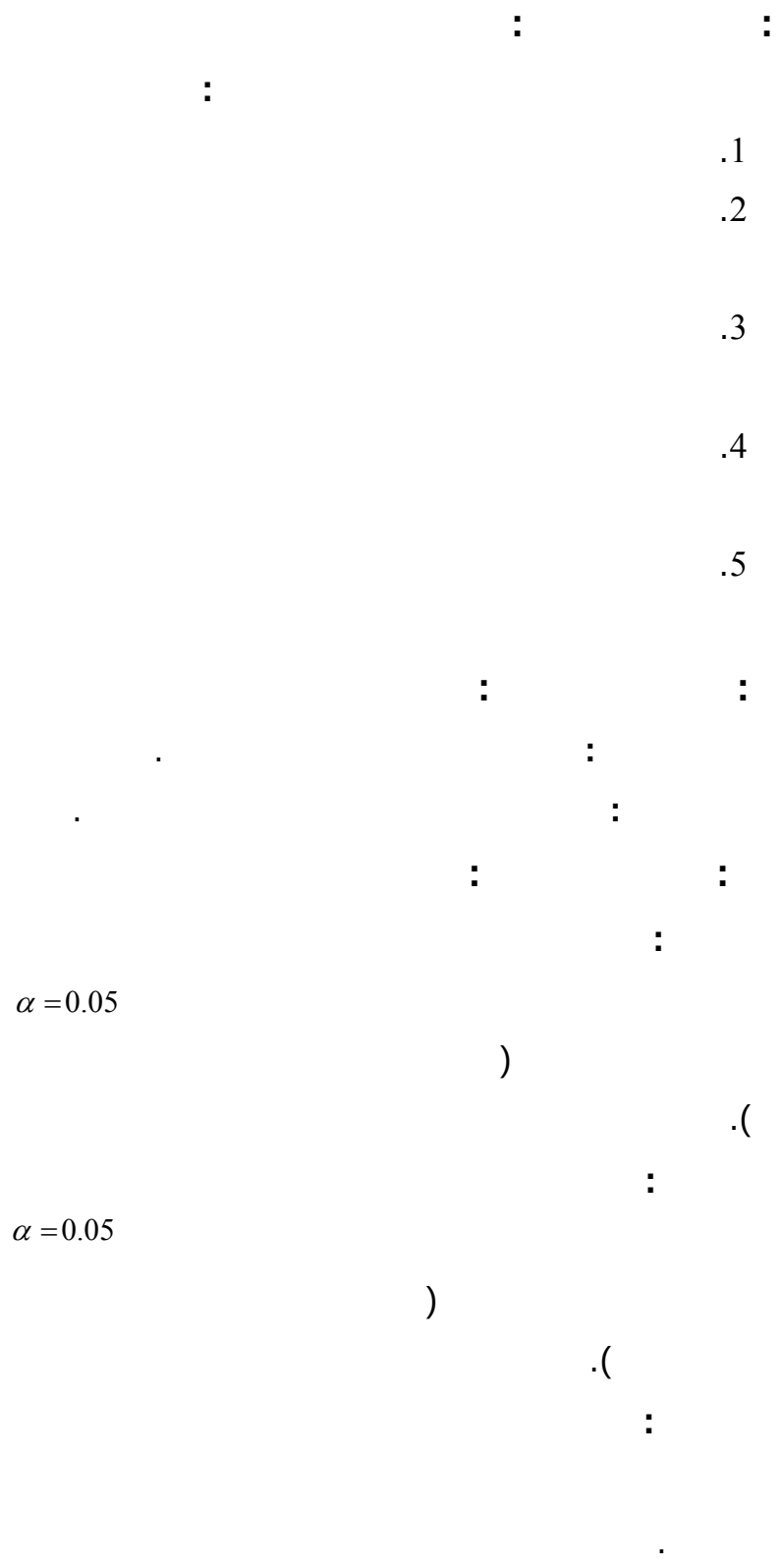
:

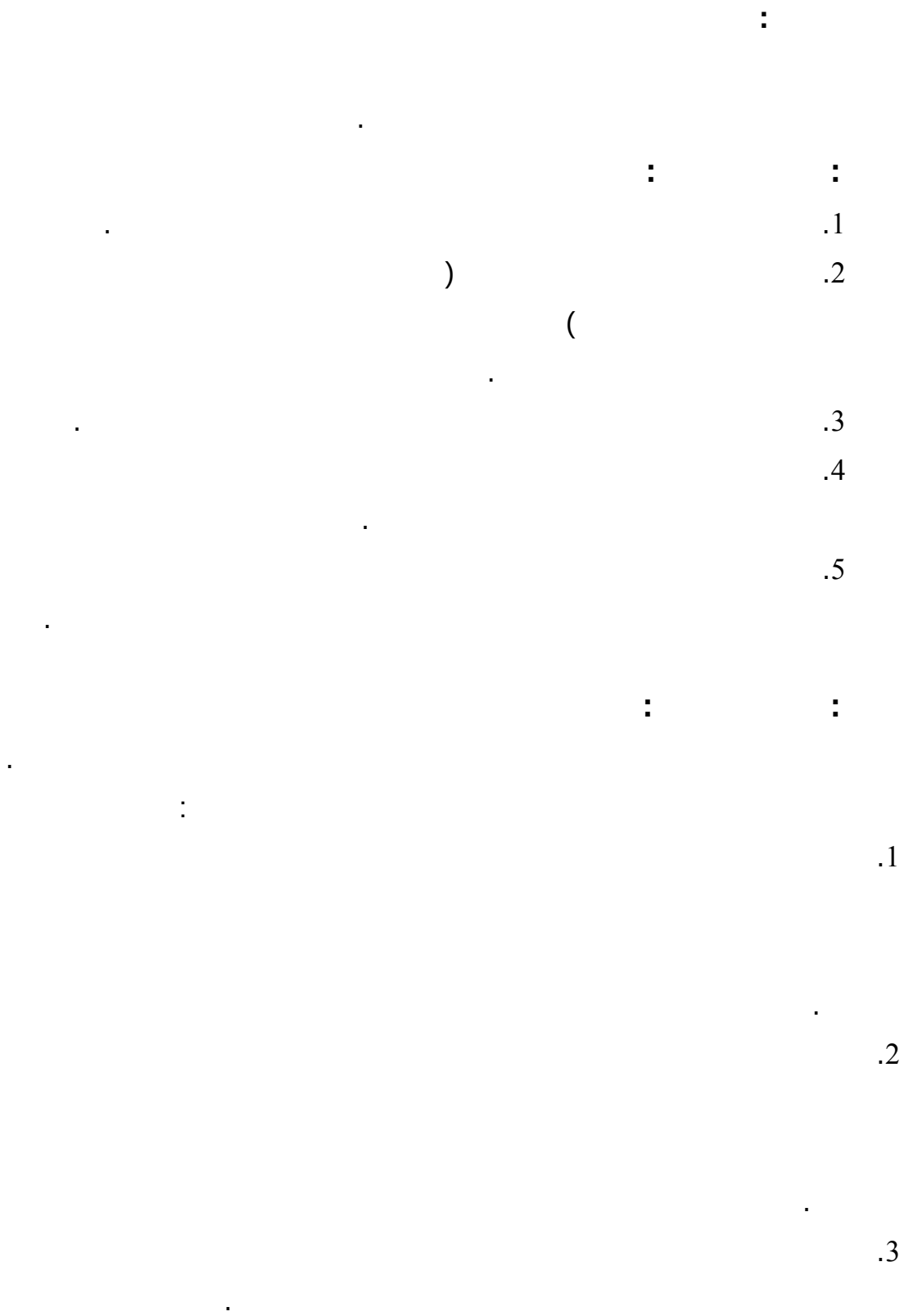
(4) (45)

"

"

.78 2005





.4

.

.5

()

()

.()

.6

.

.7

.

:

:

.2007 /2006

:

-

:

-

:

-

:

.

.

:

:

:

-1

-2

.

.

-3

.

■

■

⋮

⋮

■

■

■

⋮

⋮

⋮

■

■

⋮

■

■

⋮

■

⋮

■

■

■

■

⋮

■

⋮

■

■

⋮

*

1

.

⋮

⋮

*

.

“

1

. 32

2002

”

: *

¹
.

: (1984) Hersey & Blanchard Model *

(Situational Leadership Model)

²
.

: *

(1984) Hersey & Blanchard Model

³ :

:() -1

.

.

()

.

:() -2

"

"

1

. 15 1999

² Hersey, P. and Blanchard, K. H., " **Management of Organizational Behavior -utilizing human resources** ", New Jersey, Prentice Hall, Englewood cliffs ,3^d ed, 1984, p. 20 .

³ Ibid , p. 21.

.

.

.

: -3

.

.

.

: -4

.

.

: *

1

.

"

. 28 1999

"

1

		1	
	:	*	
	.		
2	:	*	
()			
()			
	3		
4	:	*	
	:	*	
5	:	*	
6 ()	:	*	
	:	*	
7 ()	:	*	
8	:	*	

22	1
.28	2
.155	3

⁴ Chan ,M. "**Organizational Justice and Land Cases**", International Journal of Organizational Analysis, ,Vol.(8) , No.(1) , 2000 ,p.p. 68 -88.

⁵ Ibid , p. 88.

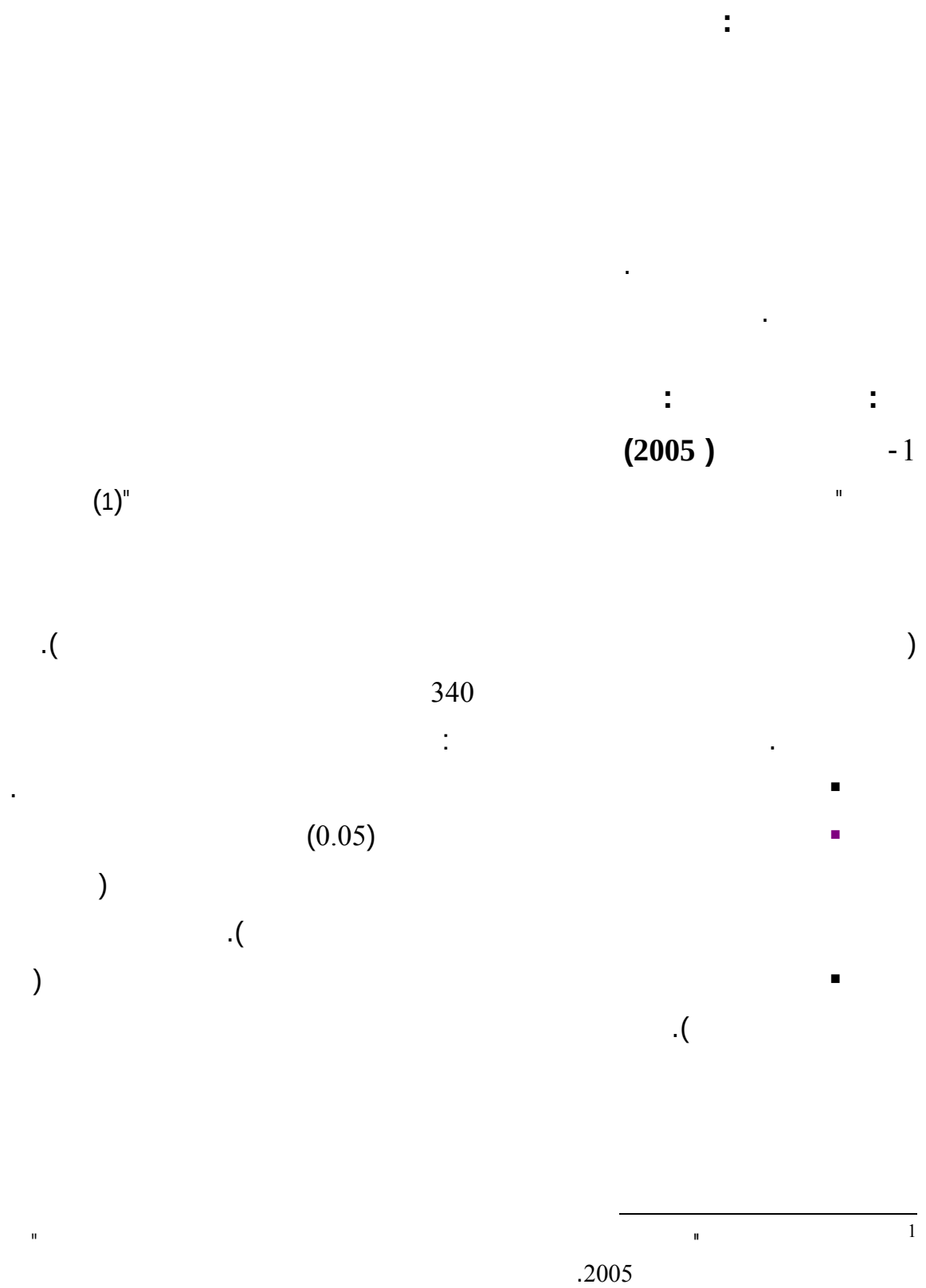
⁶ Thibaut ,J.W . and Walker, L." **Procedural Justice: A Psychological Analysis**", Hillsdale, New Jersey : Erlbaum, 1975 , p.128.

⁷ Ibid. , p.128.

⁸ Ibid . , p. 129 .

الفصل الثاني

الدراسات السابقة



(2005) -2

"

(1)"

(%50)

(%50)

(56)

(854)

:

■

■

(2004) -3

"

(2)"

:

:

■

■

■

■

1

"

.2005/2004

"

"

2

.2004

(2004) - 4

"
(1)"

(%58.82)

.(55.36)

.%56.56

.2004

_____ 1
" "

(1)“ ”

) :

(
) () :
.(

()

(1673) .
%20 325

:

■

(%57.8)

■

.

■

.

■

)

.(

■

:

) () ()

.(

“

”

1

.2004

：
：
(2003) -6

”

。(1)”

33

：

115

■

(2004) -7

”

(2)”

：

■

。

■

。

■

)

(

■

”

1

。 2003 (1) (13)

”

：

”

2

。 2000 (3) (7)

”

(2000) -8

：

(1) " ()

)

) (

(

() ()

(660) (335)

(30) (300) (20) (360)

：

：

■

■

■

：

：

(2000) -9

"

(2)" ：

)

(

：

1

" ()

.2000

" 2

" ：

. 2000 (2) (40)

(8500)

(450)

(40)

(15)

:

.

■

.

■

:

(2.59 =)

(2.52 =)

.(2.73 =)

(0.05)

■

.

:

:

■

.

-

.

-

.

-

-

.

(1999)

- 10

(1)〃

:

〃

)

(

(143)

.

(186)

(23)

:

1

. % 79.8

:

()

.

()

(1999)

-11

(1)"

"

.

.

.

.

.

.

.

.

■

.

■

.

■

.

1

■

.

■

.

■

.

(1999)

- 12

⋮

"

(1)"

.

.

.

.

.

(1998)

- 13

(2)"

"

.

⋮

⋮

■

.

"

1

.1999

(3)

(39)

"

⋮

"

"

2

.1998

(72)

(20)

■

■

■

■

■

(1997)

- 14

(1)_{II}

11

$$\vdash (\quad)$$

(47)

(250)

(250)

•

•

.(%76)

(190)

■

■

11

11

1

.1997

11

(37)

■

■

■

(1997)

-15

"

(1) "

)

(

)

(

(1700)

:

■

■

■

■

" 1

"

.1997

.
 .
 .

(1996) -16

" (1) "

)
 (600) .(

)
 (.()

(1996) -17

(2) " :
 (Hersey &Blanchard)

(Herzberg)

"	1
"	
"	2

.1996 (1) (4)

" :

.1996 (5) (9)

.() :
: ■
.
(1995) -18
: " (1) "
)
(
(..)
(480)
: (320)
. ■
. ■
. ■
. ■
. ■
. ■

:
. 1995 (6) (10)

" 1
"

(1994) - 19

⋮
" (1)"

⋮

■
■
■

(1992) – 20

⋮
" (2)"

(321)

⋮
■
■

())

.(

⋮
" 1
"

(3) (18)

.1994

⋮
" 2

.1992 (1) (13)

)

.(

.

(1989)

-21

(1)»

»

:

.

■

.

■

.

■

.

»

»

1

.1989

:
 :
Eby ,(1999) -22

(1)" :
 :
)
 .(
)
 .(
 :
 .

Otto, (1993) -23

:
 (2)"
 .
 :
 .
 .
 .

¹ Eby, L.T. & al., “**Motivational Bases of an affective Organizational Commitment: A partial test of an integrative theoretical model** “, Journal of occupational and organizational Psychology, No.(72) , 1999 .

² Otto , A ., ”**The Relationship Between Transformational Leadership Employee Loyalty : Commitment and Employee Perception Of Organizational Justice** “ , Dissertation Abstracts International, Vol.(1), No.(55),1993.

Meyer , (1993) - 24

(1)»

»

:

■

.

■

.

■

.

Niehoof & Moorman, (1993) - 25

213

2»

»

11

.

:

■

.

.

¹ Meyer, J.P., Allen, N.J. and Smith, C.A., ***Commitment Organizations and Occupations: Extension and Test of Three Component Conceptualization***, Journal of Applied Psychology, Vol.(74) , 1993.

² Niehoof , B., & Moorman, R, “***Justice as a mediator of The relationship between methods of monitoring and organizational citizenship behavior***”, Academy of Management Journal, Vol. (36) , 1993.

Moorman, (1991) - 26

(1)" "

(87)

Greenberg, (1990) - 27

(2)" "

Morris & Sherman , (1982) - 28

(3)" "

¹ Moorman , R.H. ‘ **The relationship between organizational Justice and organizational citizenship behaviors : Do fairness perceptions influence employee citizenship** ‘, , Journal of Applied Psychology ,Vol .(75), 1991.

² Greenberg, J., " **Organizational Justice: Yesterday, Today and Tomorrow**", Journal of Management , Vol.(16), 1990,.

³ Morris, James H. & Sherman, Daniel, “ **Organizational Behavior** “ , New Jersey, Prentice Hall, Englewood Cliffs , 1982.

Mowday , (1982) - 29

(1)"

¹ Mowday , Richard . T ,et al. , “ **Employee – Organization Linkages** “ , New York , Academic Press , 1982 .

الفصل الثالث

- : :
- : :
- : :
- : :

مَهْيَدُ

(1)

.

.

.

.

"

"

.

1945

1967

)

(

)

1973

27

1

“ ”

”

1 ”
.

()
.

- -

.

.

.

.

.

”
.

”

”

. 8 2005 (3)

”

：

”

1

“(1)”

·

“(2)”

“

”

·

“(3)”

“

”

1

.212 1989 (1)

.407 1995 1

”

”

2

.570 -567 2002 4

”

”

3

- .
- :
- المبحث الأول:
- المبحث الثاني:
- المبحث الثالث:
- المبحث الرابع:

المبحث الأول

القيادة: تعريفها، أهميتها وعناصرها

: :

.

()

"

"(1)

.

"

"(2)

"

"(3)

"

1 1992 86 .

1 " " 1

"

:

"

2

2 1993 31 .

³ Likert , Rensis, "New patterns of Management',Mc Graw- Hill Book . Co. 3rd, 1981. P.30.

(1)ii

2

11

(2)ii

11

(3)_{II}

11

(4)ii

■

11

(5)ii

■

11

11

1

.86	2000	1
-----	------	---

. 20 1998 8

11

11

2

1

11

$$\vdots$$

11

3

.262 2005

⁴ Warrn, Bennis , Joan, Goldsmith,' **Learning to lead, A workbook on becoming a leader** , London, Nicholas Brealy,1997,p.15.

151 1999 1

11

11

5

.
 .
 —
 :
 :
 : -1
 . (1)
 .
 .
 "
 (1980) white " " (1)
 . 523

 1

11

(2)_{II}

" (1977) Larson&Hunt

(3)_{II}

11

II

(4)_{II}

(5)ii

11

(6)_{II}

.98 1

²White. L.P:’ **Introduction to the study of public administration**’, New York, Macmillan, 1980 , p.p. 185-186.

³Hunt, James G. and Larson, Larry : **Leadership: the cutting edge, Southern Illinois**, University press, Carbondale Illinois, 1977, p. 238.

II 4

.18 1987

1996	1	"	"	5
------	---	---	---	---

.72	1997	1	"	"	.23	6
-----	------	---	---	---	-----	---

(Coercing)

(2)"

(2002)

(Coaching)

(1)"

3

.526

.526

.38 2004 1

" :

1

2

3

: -2

(1).

:

:

: -3

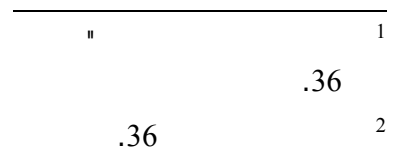
: -

(2)"

" "

1984 4

"



：

-

()

.(1)〃

〃

。

〃

。

。(2)〃

—

—

。

27

1

.44 1992 2

〃

〃

2

(1989) Gibb" "

(1).

.1

.2

.3

.4

.5

(2)

(3).

¹ Gibb , C.A. ” **Leadership : Selected Readings Harmon’s** “ , New York Penguin , 1989 , p.154 .

44 ²
3
. 46-44

.1

.

.2

.

.3

:

" "

.4

.

:

-

(1)

.

"

(2)"

.

.111

1

.57-56

2

(1)“

•

(2)•
•

•

(1

•

•

•

(2

•

•

•

(3

•

1997 1

”

”

1

.34-31

2

.114-113

"

.

(1)
.

.

⋮

⋮

.

.

"

(2)ⁿ
.

.431-430

.111

1

2

(1)

.

.(3)

.

(2)

.1

.2

.3

.4

.5

.6

.7

"

"

:

"

1

.119

2001 1

2

.108

3

.2 2002 1

"

"

(1)〃

〃 〃

.

:

:

(2).
.

.()

.1

.2

.3

.4

.

.

.

〃

〃

.

:

〃

〃

(3)〃

.

.287 1980 1

.526

〃

.84

1

2

3

:

(1) .

(2) :

. -
 . -

: (

3 :

.1

.

.2

.

.3

.

.4

.

.5

.

. 84

. 84

.85

1
 2
 3

.6

.7

.(Attempted leadership) " "

(Successful leadership)" "

.(1)(Effective leadership) "

$$\vdots \quad ($$

Stogdill

(1948)

(2).

:(capacity) .1

2.:(Achievement)

.87

.90

1

2

	:(Responsibility)	.3
	:(Participation)	.4
(popularity)	:(Status)	.5
	:(Situation)	.6
(1).		
		.1
		.2
		.3
		.4
		.5
		.6

"

"

1

. 33 2003

(1).

.1

.2

.3

.4

.5

.6

:

"

(2) "

:
2006

8-6

"

:

"

1

.3

2

. 95-94

：

(1)“

”

”

(2)“

。”

。”

。”

：

(3)。

。”

21

。 288

”

。 82 2005 4

1
2
3

(2).

(2002)

-1

. 85-84

.82

1

2

: -2

:

()

■

■

■

■

■

■

1:

(Materialistic and symbolic incentive)

■

(Financial Reward) :

■

(Information Briefing and Giving) :

■

(1)

(2)

(Facilitator)

(3)

(4)

				1
. 32	.2003 1	. 60	" "	2
		.74		3
		.47		4

”

•

• (1)

”

• (2) ”

•

•

• 15 2004 1

• 132
”

1
2

المبحث الثاني
نظريات القيادة الإدارية وأنماطها

مَهَيِّدٌ

— —

" "

"

(Ohayo) " " (Michigan) " " (Iowa) "

(1)

.

:

2001 1

"

"

1

.30

()

.

(Theories of Leadership) "

"

:

.

.1

.

.2

.

.3

▪

(Traits theory) :

:

"

"

"

"

1950

1940

.

:

(1)

(2):

.1

.2

.3

.4

.

.5

.

(Behavioral Theories) :

.

1

"

. 14

"

.159

1994

(1). (Iowa)
.1
.2

(2).

(1989) Kurt Lewin
(3).

:

:

(): -

" "

1939

(1989) Kurt Lewin, Ralph K. White and Ronald Lippit

. 22	.	.	.	"	"	1
				. 23		2
1997	1	"	:	"		3
					. 203	

(1)

(2)

3.

"

" .

■

■

■

■

■

■

■

1996 1 "

" 1

. 126

1997 1

"

:

"

2

. 327

152-148

3

■

.

1-1

(1).

-

—

.

—

.

1-2

(2).

■

■

■

.

.248 -247 1980 1

"

"

1

.300

2

(1).

-
-
-

-
-
-

-

(Democratic Leadership) :

(2

:

(2)

(3)

(4)

.303

73

. 149

. 199-177

-
- 1
 - 2
 - 3
 - 4

(1)

(2)

"

"

(3)

■

■

■

■

■

■

■

■

■

■

■

. 200	1
.34	2
. 61	3

2-1

:

(1).

-

.

—

.

—

.

—

.

—

.

2-2

:

(2).

.

■

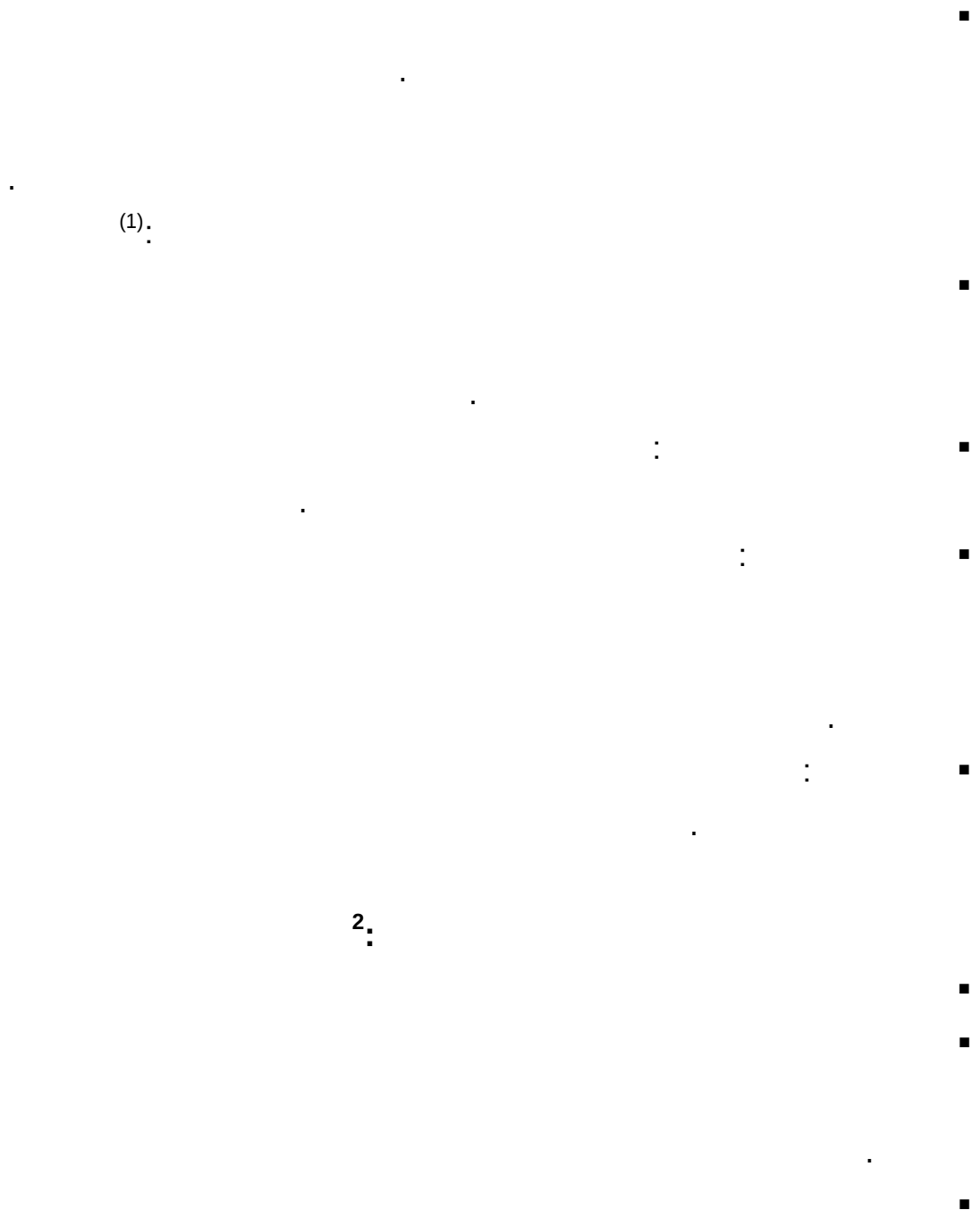
.

■

■

■

	. 184 -182	1
. 305-304		2



(1).

2.

. 306

. 307

1
2

■

.

(1)
.

(Laissez – Faire leadership) : (3

Laissez –) " “ ” ” ” ” ” ” :

Faire leadership)

(2)
.

(Laissez – Free approach)

(3)
.

(4). 1-3

■

.

■

.

■

.

■

¹ Likert, Rensis, Op. Cit , p .p 353-354

.133-132

. 212

.212

2
3
4

.

:

2-3

:

(1)

()

-

1950

1967 R, Likert

(2)

(4).

(3)

. 249

1

² Likert, R., Forward in Katz D.N. Maccoby & N.C Morse," **Productivity, Supervision and Morale in Office Situation**, University of Michigan ,Survey Research Center, Ann Arbor, 1997, P. 282 .

³Likert, R.,Op.Cit , p. 282 .

⁴ Szilagyi, A, & Wallace," **Organizational Behavior and Performance**", Good Year Publishing company, 1980, p 285.

: .1

: .2

(1) .

Rensis) 1958 Tannenbaum & Schmidt .1961 Likert

:(1985) Tannenbaum & Schmidt Model -1

(2) 1958

¹ Luthans ,Fred ,”**Organizational Behavior** “,. New York , McGraw-Hill Book, 5 th ed 1989, p.453.

² Tannenbaum, R. & Schmidt .W.H. “**How to choose a leadership Pattern**”, Harvard Business Review , March – April. 1985, p.p.96-97.

)

(

•

•

:(1985) Tannenbaum &Schmidt Model

1-1

(1).

() .1

() .2

() .3

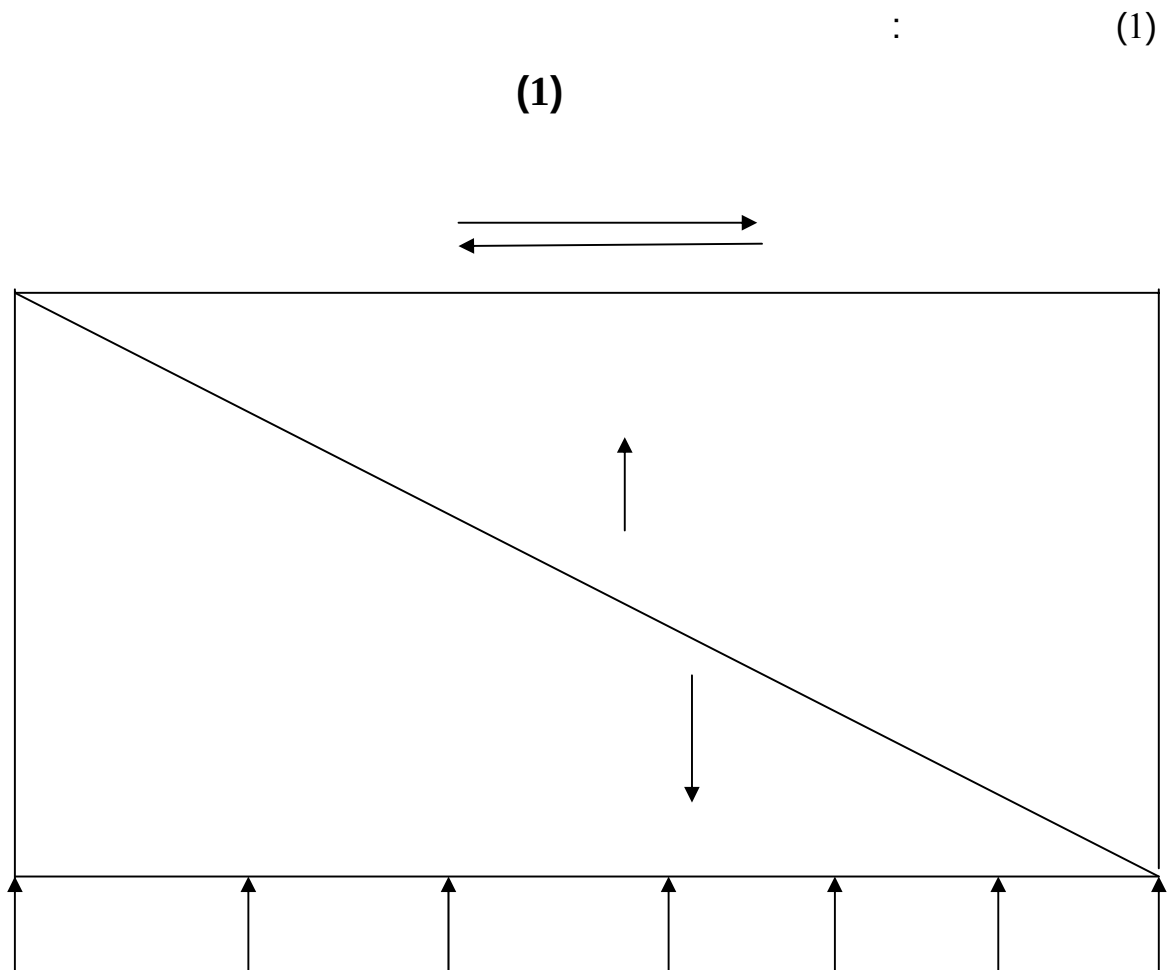
() .4

() .5

() .6

() .7

¹ Tannenbaum, R. & Schmidt .W.H. Op .Cit , p.97.



Source : Tannenbaum, R. & Schmidt .W.H. “**How to choose a leadership Pattern**”,
Harvard :Business Review , March – April. 1985, p.p.96-97.

: (1961) Rensis Likert Model

- 2

(1961) R. Likert

New "

"Patterns of Management

(1):

(Exploitative – Authoritative). : (1)

(Benevolent - Authoritative). : (2)

(Consultative –Democratic). : (3)

(Participative – Democratic). : (4)

- (1)

.

: - (2)

.

: - (3)

()

.

¹ Likert, R, Op.Cit. , p. 16 .

: - (4)

) (1961) R. Likert
(2) (

:

(2)

(4)	(3)	(2)	(1)	
*	*	*	*	-
*	*	*	*	-
*	*	*	*	-

Source : Luthans ,Fred ,”**Organizational Behavior** “. New York , McGraw-Hill Book,
5 th ed , 1989, p.453.

	1967	(Likert)	
"			
(1) "			
"	"	(2).	
		.	.1
	(1964) Blake & Moton		.2
	:		-
:			
:	(1964) Blake & Moton		
	:		-1
(3) 1950			
Leadership			
	L B D Q	Behavior Description Ques	
		:	
:			
	.		.1
	.		.2
	. 293		1
		. 293	2
	.466		3

:

.1

.2

(1).

(2) :

:

-

:

-

:

-

() "

"

"

(3)

()

" "

:

3.

¹ Dessler, Gary, "**Organization Theory** ", 2nd ed., New York, Prentice- Hall, 1989, p.553.

³ Szilagyi, A, & Wallace, Op.Cit , p 284.

(3)



.131 2003 1 " " :

(1964) Blake & Moton Model

-2

1964 Blake & Moton

:

"

"

(1964) Blake & Moton

⁽¹⁾.

:(1 1) .1

.

:(1 9) .2

.

:(9 1) () .3

.

¹ Blake, R & Moton, J., "The New Managerial Grid", Houston Gulf Publishing Corp, 1988, p.12 .

4. (5 5):

(9 9):

(4)

الاهتمام بالعلاقات الإنسانية

9	1,9								9,9
8									
7									
6									
5					5,5				
4									
3									
2									
1	1,1								9,1
	1	2	3	4	5	6	7	8	9

Source : Blake, R & Moton, J., "The New Managerial Grid", Houston Gulf Publishing Corp, 1988, p.12 .

(9 9).

(9,9)

"

. (1,9)

(9 1)

(9,9)

(1) " .

(2) :

" " :+ - 1
" " " "

" " :+ - 2
" " "

" " " : - 3
" " " " " "

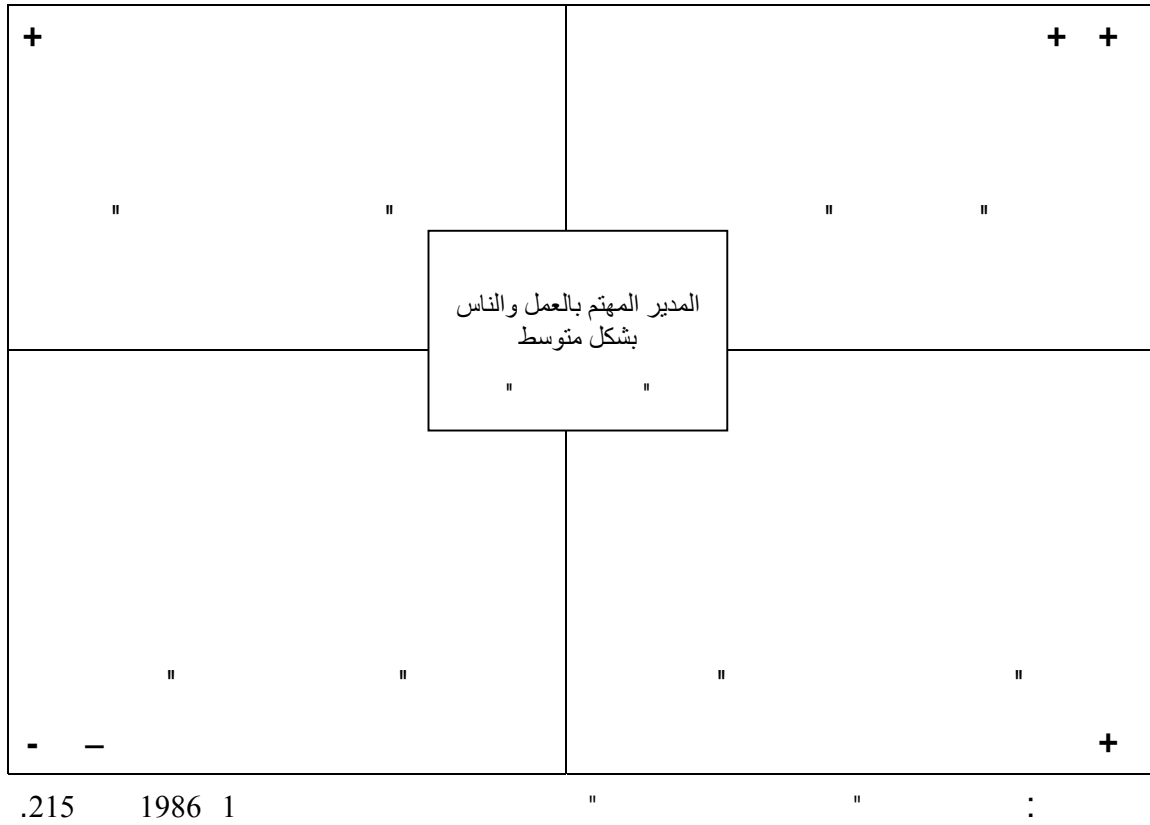
:- - - 4
" " "

" " " : + + - 5

(3) : (5) " " "

. 219	2003	1	"	:	"	1
. 215	1986	1	"	"	"	2
				. 215		3

(5)



: *

: *

:

(1).

*

.1

.2

. 200- 189 1990 1

"

"

1

.3

.4

(1)

(Situational Theories) :

(2)ii

(3) 11

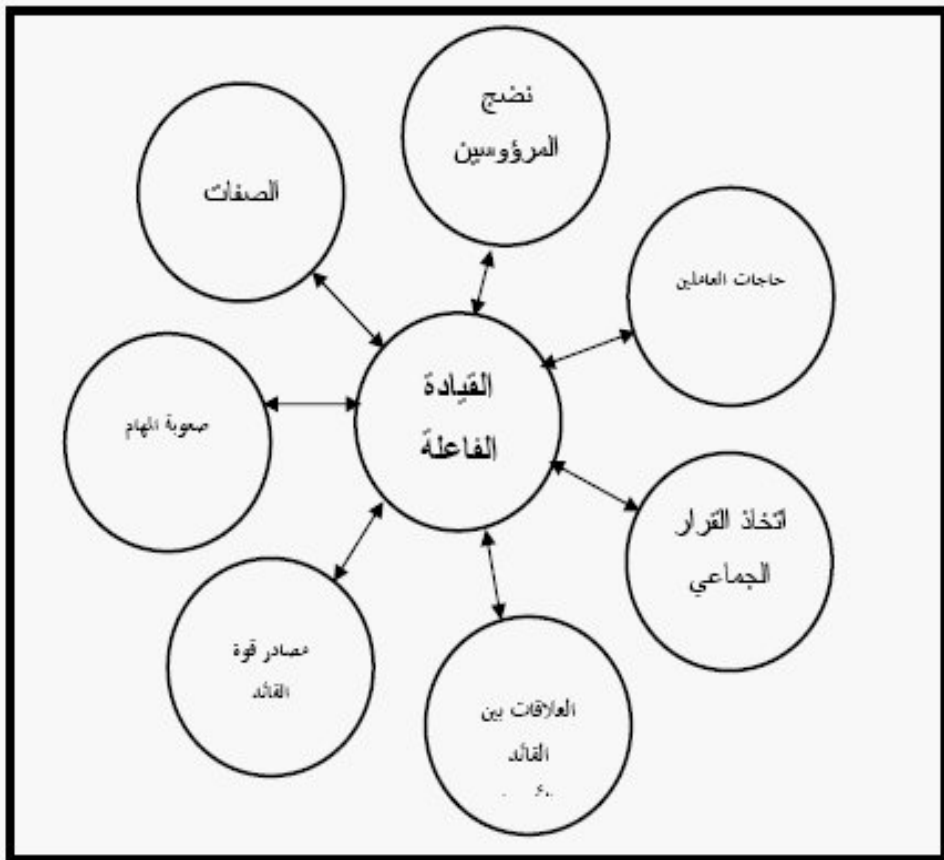
[illegible]

(6)

:

(1)

(6)



1

"

"

:

. 365 1997

. 365 1997 1

"

"

1

(1).

:

- | | | |
|---|---------------------------|----|
| . | (1967) Fidler | .1 |
| . | (1970) Reddin | .2 |
| . | (1971) House | .3 |
| . | (1972) Hersey & Blanchard | .4 |

:

(1967) Fiedler -1

²1967 Fiedler

⁽³⁾ (1987)

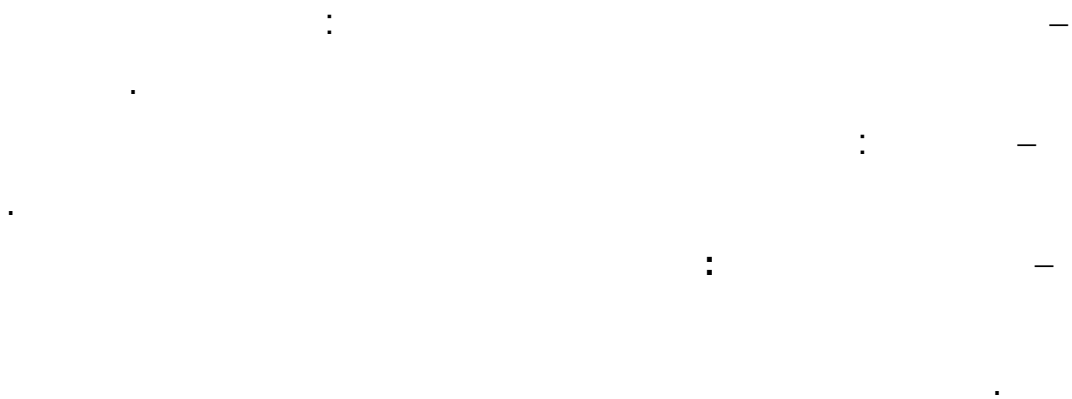
(4):

. 365

. 212

³ Fiedler , F, Chemers , M & Mahar , L , “ **Improving Leadership Effectiveness : The Leader Match Concept**” , New York , Wiley , 1987 , p.10.

⁴Ibid , p. 11.



(1987) Fiedler

(1987) Fiedler

(1): "LPC" (Least – Preferred Co worker)"

.1

.2

(1987) Fiedler

(7)

(2)

. 300

1

² Fiedler , F, Chemers , M & Mahar , L , Op .Cit ., p. 12.

(7)

:	:	:	
:	:	:	

Source : Fiedler , F, Chemers , M & Mahar , L , “ **Improving Leadership Effectiveness : The Leader Match Concept**” , New York , Wiley , 1987 , p.304.

(1987) Fiedler

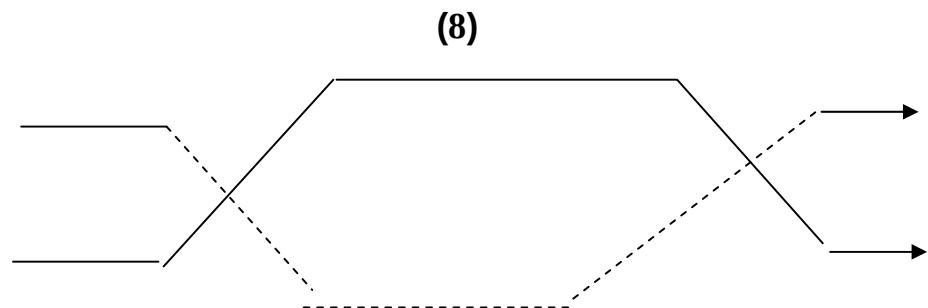
"⁽¹⁾(1987) Fiedler

()

()

()

: (1987) Fiedler
 : *
 .
 : *
 . (8) "



Source : Fiedler , F, Chemers , M & Mahar , L , “ **Improving Leadership Effectiveness : The Leader Match Concept**” , New York , Wiley , 1987 , p.10.

1
 2 :
 (LPC) (LPC) *
 .
 *
 .

. 131 1
 .220 2

(1970) Reddin

-2

(1970) Reddin

(Effective Management by Objectives)

"

(1964) Blake & Moton Model

(1).

_____ ■

_____ ■

_____ ■

:

-

-

-

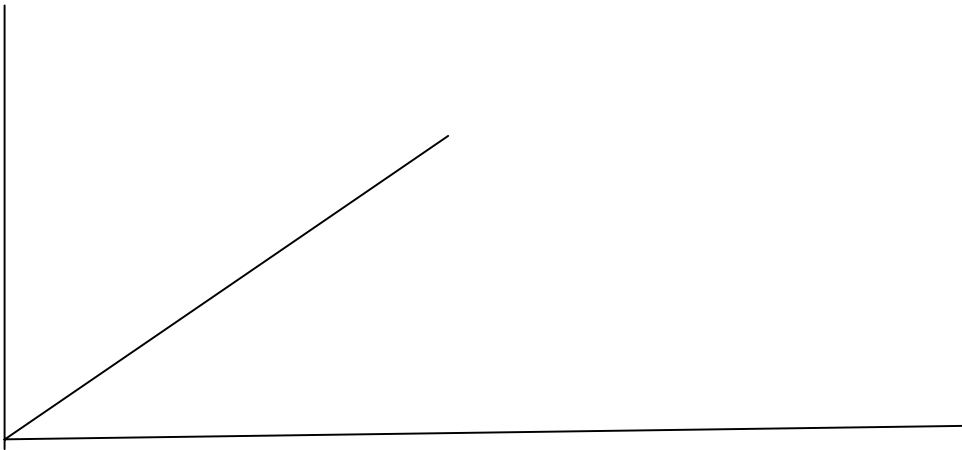
-

-

¹ Reddin, W.J. "Effective Management by Objectives", McGraw-Hill Book, Hall Inc, Englewood Cliffs, N.J., 1970, p. 229.

(9)

(9)



.131 2003 1 " " :

1.

.	:	■
.	:	■
.	:	■
.	:	■
.	:	■
:		
.()		■
.()		■
.()		■

1.

2

■

■

■

$$\begin{array}{rcl} & : & : \\ & & : \\ & & - 5 \end{array}$$

.

$$\begin{array}{rcl} & : (&) \\ & & - 6 \end{array}$$

.

$$\begin{array}{rcl} & : & - 7 \end{array}$$

.

$$\begin{array}{rcl} & : & - 8 \end{array}$$

.

(1971) House and Evans / -3

(1971– 1970) House and Evans¹

(1961)Vroom /

(2) .
.

—

—

•

•

■

■

■

■

■ / *

(1981) House

()

()

¹ Evans, M. G." **leadership and Motivation, Academy of Management**", j. Mo. B, March 1970, p.p 91-92 .

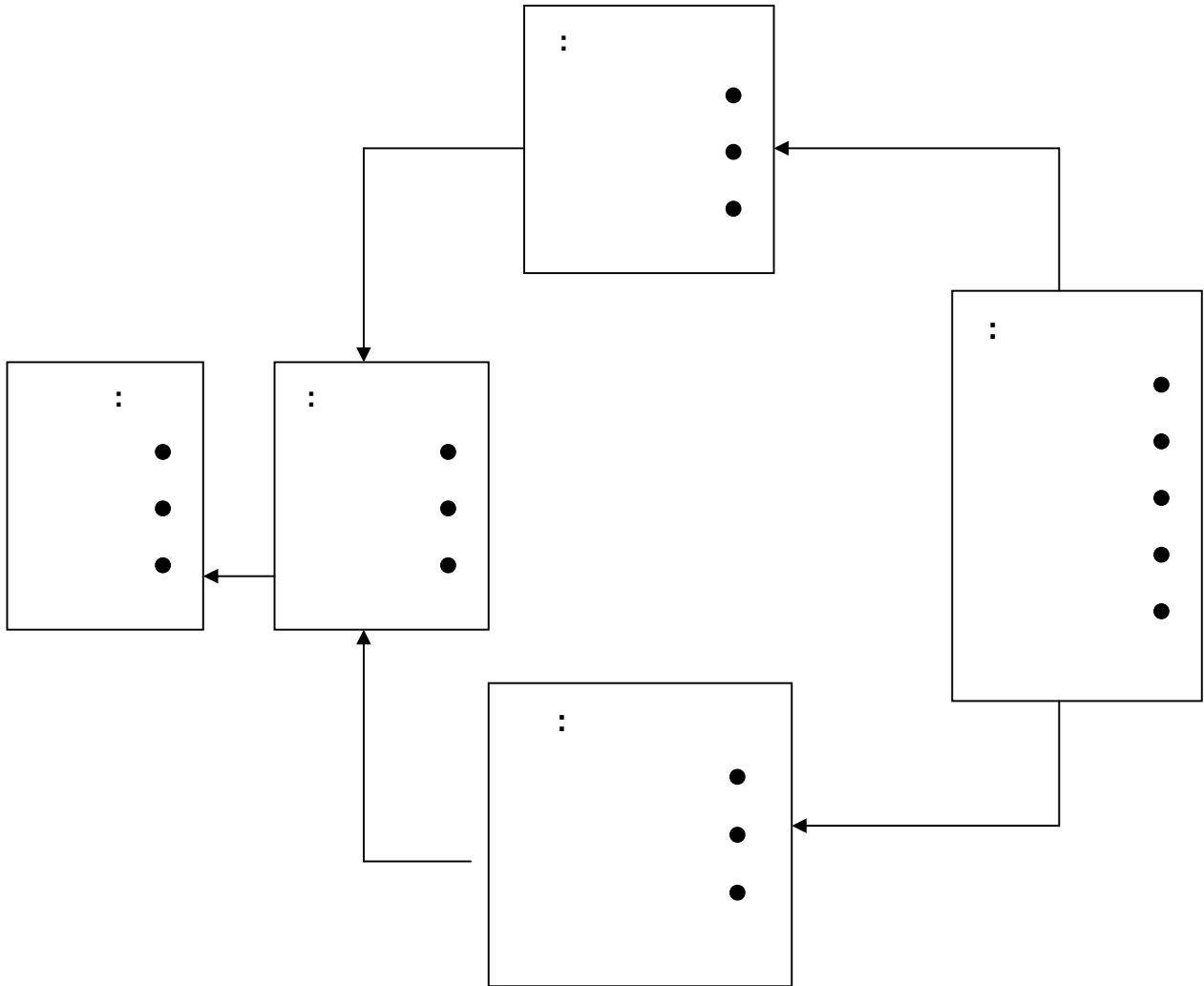
² House, R. J., "Path- Goal Theory of leader Effectiveness", Administrative science Quarterly, No. (16) , 1981, pp. 321-328.

	()		
:		:	.1
.	.	.	
.	:	:	.2
.	:	:	.3
.	:	:	.4
.	.	.	
.	/	.	
(1982) House and Mitchell ¹			
Criffen	House & Evans		
()		² (1980)	
:	()		
.	:	-	
.	.	-	
.	.	.	
:	:	-	
:	.	.	
(10)	.	()	
.	:	/	

¹ Criffen, R. W., Rel Evans, M. G." **leadership and Motivation, Academy of Management**",New York, , 1980, p.p 91-92 .

² House, R. J. & Mitchell, T. K," **Path –Goal Theory of Leadership**", New York, Autumn, 1982, pp. 81-97.

/ (10)



Source : House, R. J. & Mitchell, T. K, ” **Path –Goal Theory of Leadership**”, New York, Autumn, 1982, pp.98.

	:	/	*
.	:		-1
.	:		-2
.	:		-3
.	:		-4

. : () -5

(1). : /
/ ■

. ■
■
■

. : /
(/)

. ()

(1972) Hersey &Blanchard -4

(1972) Hersey &Blanchard

. (1970) Reddin

¹ House, R. J. & Mitchell, T. K, Op. Cit ., pp.98.

(1984) Hersey&Blanchard

(1).

- .() .1
- . () .2
- . .3

(1984) Hersey&Blanchard

(Task Behavior)

(Required Guidance)

(Emotional Support)

(1984) Hersey&Blanchard

() () "

. (2)"

(3).

- . : .1
- . : .2

² Hersey, P. and Blanchard, K. H., Op. Cit ., p.,152 . 296

. 296

(1984) Hersey&Blanchard

(11)

(11)

■ ■ ■

■ ■ ■

(1984) Hersey&Blanchard

()

1:

•

•

■

•

•

¹ Hersey , P. and Blanchard, K. H., Op. Cit . , p. 150 .

:

.

:

.

()

" (1984) Hersey&Blanchard

()

(1) "

:(1984) Hersey&Blanchard

(1984) Hersey&Blanchard

(2) :

:() - 1

¹ Hersey , P. and Blanchard, K. H., Op. Cit . , p. 152 .
² Ibid , p.156.

$$:(\quad) \quad -2$$

$$\cdot \quad \quad \quad : \quad -3$$

$$\cdot \quad \quad \quad : \quad -4$$

·

$$\cdot \quad \quad \quad : \quad (12)$$

(12)

1	1 ()
2	2 ()
3	3
4	4

Source : Hersey, P. and Blanchard, K. H., " **Management of Organizational Behavior -utilizing human resources** ", Prentice Hall, Englewood cliffs, New. Jersey, 3^d ed, 1984, p.,153.

(12)

:

■

(Effectiveness)

.

.(

)

()

■

(Effectiveness)

.

■

.(Effectiveness)

.

■

(Effectiveness)

.

.

.

.

.(⁽¹⁾()

. 217

1

(Has another situational model)

(1) .

(1984)Hersey&Blanchard

" (2)

(3)"

(4)

)

(

.

5.

¹ Hersey, P. and Blanchard, K. H., Op. Cit ., p.,153.
. 107

. 108

. 110

.

2
3
4
5

:() :

(1984) Hersey & Blanchard Model

:

. .1

. (1961) Likert .2

Tannenbaum & Schmidt " " .3

.

(1958) Model

(1964) Blake & Moton Model (1 9) " ".4

()

.

. (1970) Reddin () " ".5

:() :

:

. .1

. (1967) Likert .2

(1958) Tannenbaum & Schmidt Model " ".3

.

Blake & Moton (9 9) () " ".4

(1964) Model

.

(1970) Reddin .5

.

		:	:
	()		
		:	
			.1
	(1967) Likert		.2
Blake & Moton	(9 1) ()"		.3
	(1964) Model		
(1970) Reddin	() "	"	.4
		:	:
			.5
(1964) Blake & Moton Model	(1 1) "	"	.6
(1970) Reddin	"	"	.7
Tannenbaum & Schmidt Model			
-	-	"	"

1980 (Participative Management)

1980

1.

:

-2

■

—

—

■

■

■

■

.153-150

1

: -2

■

.

■

.

■

.

■

.

■

.

1:
.

:

(1964) Blake & Moton Model "
(The Managerial Grid) "

1

(Michigan)

"

. (1967) Likert

"

"

(1970) Reddin

"

(1967)Fidler

:

■

■

■

(1971)House

.(Job Satisfaction)

Heresy & Blanchard

(1972)

·
·
·
·
·
(Effective Leadership Pattern) "

1.

:

()

:

-1

"

. 1 "

-2

.

"

. 2"

:

-3

.

"

. 3 "

-4

.

"

. (4) "

.26

1

. 238

2001

2

.239

3

1

"

"

4

. 24 1998

-5

11

11

11

(1) "

•

II

-1

2 //

311

“

: -2

11

-3

411

“

11

-4

511

11

: -5

•

•

611

-6

.25

. 71-70

.152

11

11

.424

. 425

.426

1

2

3

4

5

6

"

1 "

(2)" "

-7

"

3 "

-8

"

5" " :

4 "

6"

"

"

7 "

. 78-77	1
.425	2
. 5-1	3
. 6	4
. 103	5
. 197	6
.70	7

:

(1969) Hersey&Blanchard

" "

()

. (1)

(1971)House

" "

(1969) Hersey&Blanchard

()

()

.

.

.25 2003

1

(1)

(2)

(3)

(4)

(5)

(6)

()

.72

1

²Larson, E. W. and Fukami, C.V. “**Relationship Between Worker Behavior and Commitment to the Organization and Union**”, New York, Proceedings of the Academy of Management ,1988, p.p. 222-226.

.73

3

⁴ Mirvis. P and Lawler. L: “**Measuring the Financial Impact Of Employee Attitudes**”, New York, Journal of Applied Psychology, Vol. (62), 1977, p.p 108.

⁵ Kredit. P.H and Gradel , M.S: “**Prediction of Turnover Among Clerical Workers**”, New York , Journal of Applied Psychology, Vol. (73) , 1983,p.p. 333-340.

⁶ Steers, R.M. “**Antecedents and Outcomes of Organizational Commitment**” ,New York , Administrative Science Quarterly, Vol. (22), 1989,p.p 46-56.

(1) "

"

"Kantor"

"

(Hrebiniak & Allutto)

(2) "

"

(Bruce)

:

:Identification .1

:Involvement .2

:Loyalty .3

()

(3) "

¹ Kantor, Rosarth M. "Commitment and Social Organization ,As Study of Commitment: Mechanism in Utopian Community" , New York , American Socio –Logical Review, 1988, p.p. 499-517.

² Hrebiniak, L, G & Allutto, J. A. "Personal and Role Related Factors in Development of Organizations" , Administrative Science Quarterly ,Vol. (18), 1972, p.p 555-572.

³ Buchanan, Bruce, "Building Organizational Commitment: The Socialization of Managers in Work Organizations", Administrative Science Quarterly, Vol. (19) ,No. (4), 1974, p.p. 533-546.

(Porter)

"

.(1)

.

.

.

.

.1

.2

.3

- -

.

.

()

)

(

.

"

(Orielly &Caldwell)

()

"

"

.

(2)

¹ Porter, Lymon , W. Richard, M .Steers and Richard T. Mowdy, **“Organizational Commitment, Job satisfaction and Turnover among Psychiatric technicians”** , Journal of Applied Psychology ,Vol. (59), No. (5), 1974, p.p 603-609.

² O'Reilly & Caldwell, D.F, **“The Commitment and Job Tenure of New Employees: Some Evidence of Post Decisional Justification”**, Administrative Science Quarterly, Vol. (26), 1981, p.p 597-616.

(1)»

-2

() (1)»
(2)»

(3)»

.(4)

.1

.2

.3

()

¹ Porter, L.W. Carmpon, W.J. & Smith, F.W. “**Organizational Commitments and Managerial Turnover: A Longitudinal Study**”, Organizational Behavior Human Performance, Vol. (15), 1976, p.p 87-98.

.9 1999 2 " " 1
.72 2
(13) " " 3
.155 1996 (42)
.133 4

□

□

□

□

$$(1) \quad \begin{matrix} \cdot \\ \cdot \end{matrix}$$

.1

■

.2

•

.3

■

.4

■

2.

—

■

—

•

■

■ ■

11

.508	1995	1
.16		

.16

1

11

2

□

□

□ □

(1) .

□

•

•

.1

■

•

•

.2

■

(2) .

—

•

•

-1

■

•

•

-2

■

:

-3

8

(3).

•

(1996)

:

.1

□ □

.2

.

.7

.113

1999 1

11

11

—

.21

1

2

3

: .3

.

: :

.1

.

.2

.

(1) .

.3

.4

(2) .

.5

(3) .

. 8

"

"

.76 1996 (31)
.118

1
2
3

:

:

:

-1

(1969) Porter

(1)

"

"

⁽²⁾(1977) Marsh &mannari

(3)

(4)

:

(1981) O'reilly & Caldwell

(5)

(6)

(1989) Putti et.al.

:

¹ Porter, L.W., R.M steers, & R.T Mowdy, Op .Cit., p. 604.

² Marsh, R.M., & H. Mannari, "**Organizational Commitment, And Turnover: A production Study**", Administrative Science Quarterly, Vol. (22), No (1), 1977, p.p 60.

³ Gordon, M.E., J.W Philpot, A.E. Burt, C.A. Thompson, & W.E .Spiller "**Commitment To The Union : Development of A Measure and An Examination of its Correlates**", Journal of applied Psychology , Vol. (25), 1980, p.p 482-485.

⁴ O'Reilly, C.A. & D.F Caldwell, Op.Cit., p.564 .

⁵ Angle, H.L., & J. L. Perry, "**An Empirical Assessment of Organizational; commitment And Organizational effectiveness**", Administrative Science Quarterly, Vol. (26), No. (1), 1981 , p.p 41-42.

⁶ Putti , et. Al, "**WorkValue and Organizational Commitment : A study in the Aston Context**", Journal of Human Relation , Vol. (42), No. (3), 1989, p. 275.

: (1961) Etzioni - 1

(1).

: -

.
:

: -

: (1977)Steers -2

(1977) Steers

(2).

: *

.() :

) :

(
) :

.(

.36-35 1
. 32-30 2

: *

. -

. -

. -

. -

: (1977) Staw & Salanick -3

(1).
:

: -

: " "

: -

: (1978) Stevens et , al., -4

:

: -

(1)

Porter & Smit

:

-

(1996)

.

.

: (1983)Angle &Perry

-5

(2):

:

-

.

.

. 18-17
.42-40

1
2

:

-

"

"

—

.

—

.

: (1986) Kanter

-6

(1).

:

-

.

.

:

-

.

:

-

.

. 37-36

1

: (1990)Allen &Mayer -7

" "

:

:

-

"

(1)

(2)"

:

-

(

)
(3)

(4)

:

-

(5)

(6)

.17

.47

.94

.19

(3)

(4)

"

"

. 58- 47

1996

:

"

.24

"

6

:

-8

(1)
.

.43-42

1

: -2

(1) .

(8) : (1981)Thornton :

(7)

:(1969) Porter et. al., :

(15) (OCQ)

(IIKERT)

: (1977) Marsh & Mannari

. (4) ()

. ()

: (1978)Jauch et.al., . :

: (6)

: (1980)Gordon et.al. :

(22)

(20)

(45) (48)

(23)

⋮

⋮

"

"

⋮

.

⋮

.1

"

(1)

.

(2)

(3)

.

⋮

.2

.

(4)

.

⋮

.3

"

.126

.52

.47

.36

1

2

3

4

(1)

(2) :

■

.

■

.

.

■

(3)

.

.

"

:

.4

(4)

.

"

(5)

1

"

"

1

.52

1982

.130

2

:

3

.49-48

*

.72

*

1

"

"

4

.57

1987

5

.150

. 1

: .5

2

. 3

4

.

: .6

.

: .7

1

.155 2001 2

"

.39

"

.131

"

. 17 1982

"

1
2
3
4

10

: .8

.

.

.

.

.286

1

: -9

.

: *

(1989)Luthans &Taylor

(1).

: *

(1994) Buchanan

(2).

.

. 83-82

1

² Buchanan , B., Op .Cit., p.p. 533- 546.

⋮ *

.

.

(1)

⋮

*

()

.

.

(1971)Haller & Rosen Mayer

(2)

⁽³⁾(1978)Andrisani & Shapiro

.

.163

1

² Haller . M. & Rosenmayer .O., “**The Pluiridimensionality of Work Commitment** “, Human Relations , Vol.(24), 1971, p.p. 501-518 .

³ Andrisani . P.J. & Shapiro .M.B. “**Woman’s Attitudes toward their Jobs : Some Longitudinal Data on National Sample**“, Personal Psychology, Vol.(31), 1978, p.p. 115-134.

(1)

:

*

(2)

:

*

3

(4)

.

. 82

.83

. 97

.84

1
2
3
4

.1

.2

3.

.20

.77

.24-23

1
2
3

المبحث الرابع العدالة التنظيمية

مُتَكَمِّمًا

" .

1" .

.

.

2" .

"

(3)" .

4" .

. 58

1

. 71

2

³ Miles ,A.J.,” **The cumulative Effects of Justice Perceptions**”, The Journal of Applied Management, Vol.(2),No(1),2000 ,p.12.

⁴ Goldman ,B .M.,” **Toward and understanding of Employment Discrimination Claiming : An Integrating of Organizational Justice and Social information Processing Theories** “, Personnel Psychology , Vol. (54) , 2001, p.p 105-137.

(1)١١

:

(2)

(3)

(4)

.8-3

1

2

.12 2003

³ Niehoff, B. & Moorman , R, Op. Cit., p.p. 527-556.

⁴Adam. G. Al-Otaibi, “**The influence of Organizational Justice on Employee Attitudes in Public Organizational State of Kuwait** ”, Journal of Administrative Science , University of Kuwait , Vol.(10), No.(3) , 2003, p.p. 343-362.

(1)

(2)

.

.

.44 2007 (1) (14)

" 1

. 45 2

:(1) :

: -1

.

" "

" "

.

.

.

.

" "

" "

" "

.

.

" "

.

.

:(2)

-2

" "

(13) " "

" "

" "

.

" "

" "

" "

" "

(28)

.

.

. 51 (.)

.52

1
2

:

:

.

.

(1)

"

(2)"

"

(3)

.

(4)

.12

1

² Greenberg, J., Op. Cit , p.p.399 - 432.

³ Farh, J. "**Imputes for actions: A cultural analysis of justice and organizational citizenship**", Administrative Science Quarterly, Vol.(15), 1997, p.32.

⁴ Saal, F. E.,and Moore, S. C.,” **Perception of promotion fairness and promotion candidates qualification** ", Journal of Applied Psychology , Vol.(78), 1983, p.p, 105-110.

()

.

(1)

.

:

:

(2).

(Distributive Justice):	- 1
(Procedural Justice):	- 2
(Interactional Justice) :	- 3

¹ Greenberg, J., Op .Cit ., p.p. 433 .

² Niehoff , B., & Moorman, R., Op .Cit ., p.p.547 - 557.

(Distributive Justice): -1

"

(1)

(2)

(3).

()

(Procedural Justice) : -2

" (4)

¹ Williams, S., Pitre, R. and Zainuba, M., "**Justice and organizational citizenship behavior intentions: fair rewards versus fair treatment**", The Journal of Social Psychology, Vol.(42) , 2002, p.p. 1 - 33.

² Organ, D. W., "**The motivational basis of organizational citizenship behavior**", Research in Organizational Behavior, Vol.(12), 1990, p.p. 43 - 72.

³ Greenberg, J., Op. Cit , p. 436 .

⁴ Folger, R. and Cropanzano , R. "**Organizational Justice and Human Resources Management** " , Thousand Oaks , Sage , 1998 , p.26.

(1)»

»

2»

»

3 » »

(4).

()

()

()

()

.1

» 1

.15 - 9 1997 (1) (5)

² Moorman , R.H., Op. Cit , p.p.225.

³ Greenberg, J., Op .Cit ., p.437.

⁴ Kulik, C., "**Justice in the work place: From theory to practice**", Administrative Science Quarterly, Book Review, Vol.(2), 2001 , p.133..

.2
.3
()

.

.

.

.

(1).

∴ *

. ..

∴ *

.

.

¹ Greenberg, J., Op.Cit., p. 438 .

(1).

∴ *

∴ *

∴ *

∴ *

∴ *

∴ *

(2).

■

■

¹ leventhal, G. S., "What should be done with equity theory ?New Approaches to the Study of Fairness in Social Relationships", New York, Plenum , 1980, p.p.27-55.

² Folger, R.&Bies,R. J., "Managerial Responsibilities and Procedural Justice", ,The Employee Responsibilities and Rights Journal, Vol. (2) , 1989,p.p. 79 - 90.

(1).

()

()

(Interactional Justice) : -3

(2)

(3)

¹ Niehoff , B., & Moorman, R. Op .Cit., p.p.547 - 557.

² Bies ,R.J.and Moag , J.S., “**Interactional Justice :Communication Criteria for Fairness**” , Greenwich , JAI Press ,1986 , p.44.

³ Greenberg, J., Op.Cit., p. 439 .

(2).	(1)
	■
	■
	:
(3).	
:(Reactive- Proactive Dimension)	- -1

:(Content – Process Dimension) - -2

¹ Tyler, T. R., and Bies,R.J.,"Beyond formal procedures: The interpersonal content of procedural justice. In J. S. Carroll (eds.) ". Applied Social Psychological and Organization Setting. Hills Dale, Lawrence, Eilbaum, 1990, pp. 77 - 98.

²Bies, R. L. and Shapior, D. L., "**Voice and justification: Their influence on procedural fairness judgments**", Academy of Management Journal, Vol.(31),No.(4) , 1988 , p.p.676 - 685.

³ Greenberg , J., "**Taxonomy of Organizational Justice Theories** " , Academy of Management Review , Vol. (12) No .(1) ,1987,pp.9-22.

	.	
:		
	.1	
	.2	
	:	
(Distributive Justice Theory) :		-1
	:	
	:	1-1
:		
	.	-1
	.	-2
	.	-3
	.	-4
:(Equity theory)		1-1-1
Cognitive)	(1963) ⁽¹⁾ Adams	
	(Dissonance Theory	

¹ Adams, J.S. ,**"Toward an Understanding of Inequity"** , Journal of Abnormal and Social psychology, Vol.(67) , 1963,p.p.422-436.

(1) :

-

-

:

:

*

:

*

:(Social Exchange Theory)

2-1-1

(2):

(1964) Blau

-

)

(

)

(

.

¹ Adams, J.S., Ibid , p.p. 267-299 .

² Blau, P.M.,” **Exchange and Power in Social life**”, Wiley ,1994., p.p. 88 – 98.

:(Equity Sensitivity Theory)

3-1-1

(1979)Greenberg ⁽¹⁾

(1987)Huseman ²

: (Equity Sensitive Person)

:(Benevolent Person)

¹ Greenberg, J., "A Reexamination of Equity Theory in Social Exchange ", Journal of Applied Psychology , Vol.(64), No.(1), 1979,p.p.146-154.

² Huseman, A.P. et al., "An Introduction to Sensitivity Theory", Personnel psychology , Vol.(40), 1987, p.p.749-761.

:(Entitled Person) -

:(Relative Deprivation Theory)

4-1-1

Adams

(1981) Martin ¹

(1965,1963)

(1984) Crosby ²

(³):

: (Individual Egocentric Deprivation) -

: (Group based Fraternal Deprivation) -

:

¹ Martin ,J., "**Relative Deprivation: A Theory of Distributive Injustice for an Area of shrinking Resources**", Research in Organizational Behavior, Vol.(3), 1981, p.p. 53 -107.

² Crosby ,F. ,"**Relative Deprivation in Organizational Settings**", Research in Organizational Behavior , Vol.(6) , 1984, p.p. 51-93,

³ Ibid , p.p. 51-93.

(1993)Martin 1

—

—

:

:

2-1

(1987) ⁽²⁾ Greenberg

—

:

(Justice Judgment Theory)

1-2-1

(1976) Leventhal ⁽³⁾

(1980) ⁽⁴⁾ Leventhal

:

(Contributions Rule) :

-

¹ Martin ,J., "**Inequality, Distributive Injustice, and Organizational Illegitimacy**", Social Psychology in Organizations, Vol.(2), 1993,p.p.296 -321.

² Greenberg , J., "**Taxonomy of Organizational Justice Theories** " , Academy of Management Review , Vol .(12) No .(1) , 1987 ,pp.9-22.

³ Leventhal, G.S." **Fairness in Social Relationships**", General Learning Press, Morristown, New Jersey, 1976, p.p.211-239 .

⁴ Leventhal , G.S, 1980, Op .Cit., p.p.27-55.

Needs Rule :

-

(Justice Motive Theory) :

2-2-1

(1976)Leventhal ⁽²⁾

(1977) ⁽¹⁾Lerner

:

(1982)Leventhal

Competition Allocation

-

.Stable Allocation

-

.Equal Allocation

-

.Marxian Allocation

-

(1982)³ Lerner

:

.

:

-2

:

:

:

1-2

¹ Lerner, M.J. " **The Justice Motive: Some Hypotheses as to its Origins and Forms**", Journal of Personality , Vol.(45), No.(1), 1977 , p.p. 1-52.

² Leventhal, G.S., 1980 , Op .Cit., p.p.211-239 .

³ Lerner, M.J., Op. Cit ., p.p. 121-145 .

:
 : (Process Control) -
 . () (Voice)
 : (Decision Control) -
 . () (Choice)

(1980) ²Leventhal

$$(\quad)$$

—

—

—

—

—

—

² Leventhal, G.S., 1980, Op .Cit ., p.p.211-239 .

(1998) ¹Folger & Cropanzano

(2) : (2000) Chan

:(Interpersonal Sensitivity)

:(Explanations or Social Accounting)

(1992)Tyler &Lind

(3): . ()

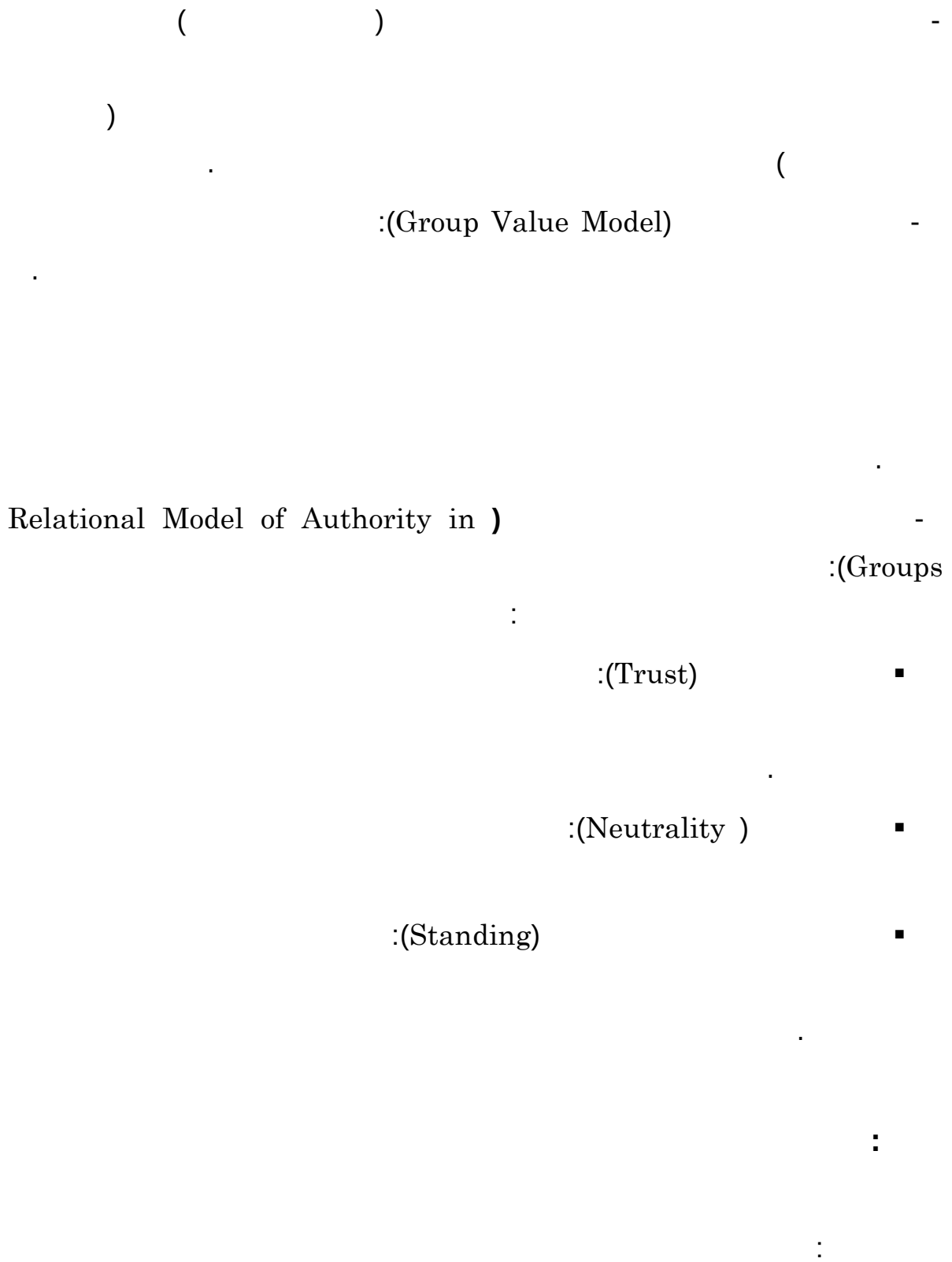
:(Self –Interest Model)

(Instrumental Perspective)

¹ Folger, R. and Cropanzano , R., Op. Cit., p.84.

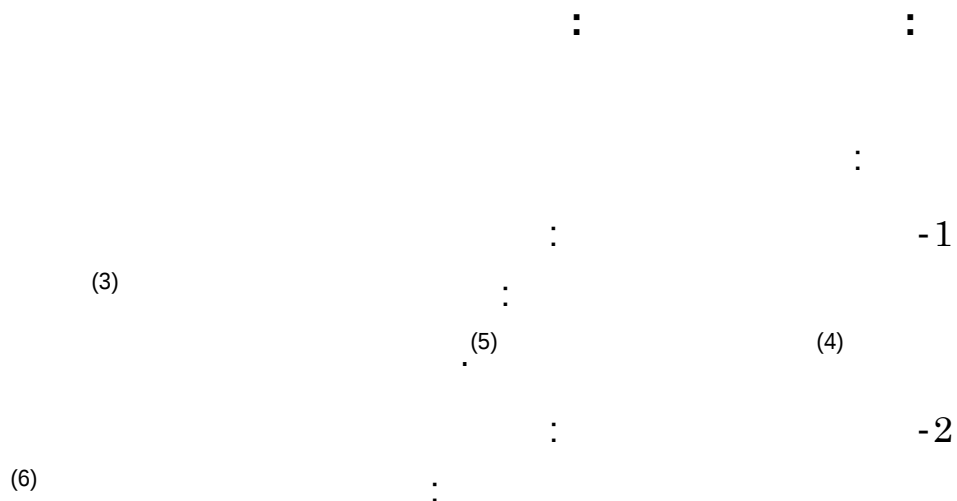
² Chan ,M., Op. Cit. ,p.p. 68 -88.

³ Tyler , T.R. and Lind, E.A. " **A Relational Model of Authority in Groups**". Advances in Experimental Social Psychology , Vol.(25), 1992, p.p. 151-191.



:(Two Factor Model) _____ -1
 (1991)⁽¹⁾Konovsky and Folger

(2) :(Additive Model) -2



¹ Konovsky, M. and Folger, R. "The Effects of Procedural and Distributive Justice on Organizational Citizenship Behavior", Employee Responsibilities and Rights Journal, Vol.(4), No.(3), 1991, p.p.231 - 239 .

² Thibaut ,J.W. and Walker, L. Op .Cit. , p.p.73-76.

³ Pfeffer, J. and Langton, N. , "The Effects of Wage Dispersion on Satisfaction, Productivity, and Working Collaboratively : Evidence from College and University Faculty", Administrative Science Quarterly ,Vol.(38),No.(3), 1993, p.p.382-407.

⁴ Cowherd, D.M. and Levine, D.I., "Product Quality and Pay Equity between Lower level Employees and Top Management :An Investigation of Distributive Justice Theory", Administrative Science Quarterly ,Vol.(37),No.(2) ,1992, p.p.302-320.

⁵ Netemeyer , R.G. et al., "An Investigation into the Antecedents of Organizational Citizenship Behaviors in a Personal Selling Context", Journal of Marketing ,Vol.(61), No.(1), 1997,p.p. 85 - 98.

⁶ Cropanzano, R and Greenberg, J." Progress in Organizational Justice: Tunneling through the maze , New York , 1997 , p.p.350-354.

(1)

(4)

-3

$$\left(\begin{array}{c} \text{ } \end{array} \right)$$

)

· (

¹ Folger, R. and Greenberg, J. "**Procedural Justice: An Interpretive Analysis of Personnel Systems**", Research in Personnel and Human Resource Management, Vol.(3), 1985,p.p. 141-183.

²Folger, R. and Konovsky, M. "Effects of Procedural and Distributive Justice on Reactions to Pay Raise Decisions", Academy of Management Journal, Vol.(32), No.(1), 1989, p.p.231 - 239.

³ Leung, K. et al. "Sympathy and Support for Industrial Actions: A Justice Analysis". *Journal of Applied Psychology*, Vol.(78), No.(5), 1993, p.p. 781 -787.

⁴Organ, D.W. et al., Op .Cit. ,p.p. 705-721.

⁵ Ibid , p.p.717.

⁶Folger, R. and Cropanzano, R., *Op .Cit.*, p.p. 134-135.

الفصل الرابع

الطريقة والإجراءات



()

.

:

:

"

(1)"

. SPSS

:

:

.

1

"

:

"

1

.247

2003

•

(	)	
7796		-1
3563		-2
520		-3
410		-4
357		-5
329		-6
12975		

□

□

$$\vdots$$

1

8

779

■

(2)

	%6		
374	468	7796	-1
198	214	3563	-2
29	31	520	-3
25	25	410	-4
8	21	357	-5
18	20	329	-6
652	779	12975	

:

:

-1

.

-2

.

:

:

(1)

(1980) **Gordon et al.,**

(2)

:

:

: -1

5

(1986) ⁽³⁾**Price &Mueller**

(Pay Satisfaction)

(1996) ⁽⁴⁾**Rousseau**

(Psychological Contract Fulfillment)

4

(Trust in Supervisor)

(1974) ⁽⁵⁾ **Roberts &O'Reilly**

Balkin and Gomez –

: -2

4

(1990) ⁽⁶⁾ **Mejia**

.49 -48

1

² Gordon , M.E.& Al.,”**Commitment to the Union :Development Of A Measure And An Examination Of its Correlates** “, Journal of Applied Psychology , 1980 , p.65 .

³ Price, J.L. and Mueller, C. W. “**Handbook of Organizational Measurement**” , Chicago : Pittman Press , 1986, p.p. 347 -350.

⁴ Rousseau, D.M. "**Psychological Contracts in Organizations**"., Psychological Reports, Vol.(77), 1996, p.p.412-419.

⁵ Roberts, K.H. and O'Reilly, C.A. "**Measuring Organizational Communication**", Journal of Applied Psychological , Vol.(59), No.(2) , 1974, p.p. 321- 326.

⁶Balkin, D.B. and Gomez-Mejia, L.R., "**Matching Compensation and Organizational Strategies**" , Strategic Management Journal, Vol.(11), 1990, p.p. 153-169.

6	(1986) ⁽¹⁾ Spencer	.
	.	
(1995) ² Aquino	:	-3
.	3	
5	(1989) ⁽³⁾ Folger&Konovsky	.
:		
:	10	:
	.	
39	:	
:	(1984) Hersey & Blanchard	
	.(10-1)	-1
	(20-11)	-2
	(30-21)	-3
	.(39-31)	-4
	:	
:	28 (1980) Gordon et al.	
	.(54 -40)	: -1
	(61 -55)	: -2

¹Spencer, D.G. "Employee Voice and Employee Retention" . Academy of Management Journal, Vol.(29), No.(3) , 1986, p.p. 488 - 502.

²Aquino, K. , "Relationships among Pay Inequity, Perceptions of Procedural Justice, and organizational citizenship " , Employee Responsibilities and rights journal , Vol.(8), No.(1), 1995 ,p.p. 21-33

³ Folger, R. and Konovsky , M., Op .Cit ., p.p. 115-130 .

(64 -62) : -3
 .(67-65) : -4
 :
 : 28
 : -1
 (1986) **Price &Mueller** : -
 . (72 -68)
 (1996) **Rousseau** : -
 .(76 -73)
 .(77) (1974) **Roberts &O'Reilly** : -
 : -2
Balkin and : () -
 .(81-78) (1990) **Gomez –Mejia**
 (1986) **Spencer** :() -
 .(87-82)
 : -3
 .(90-88) (1995) **Aquino** : -
Folger&Konovsky : -
 .(95 -91) (1989)

:

1	2	3	4	5	

∴

:

•

(3)

47.7	311	30	20
29.0	189	40	30
11.5	75	50	40
11.8	77		50
100.0	652		

20)

(3)

%47.7 (30

. % 11.5 (50 40)

•

:

•

(4)

24.2	158	
18.7	122	
45.2	295	
11.8	77	
100.0	652	

(4)

%24.2

%45.2

%18.7

.

.%11.8

:

•

(5)

68.9	449	
31.1	203	
100.0	652	

(5)

.

:

•

(6)

34.8	227	5
31.4	205	10 5
13.0	85	15 10
20.7	135	15
100.0	652	

5 (%34.8)

. 15 10 (%13)

.

:

•

(7)

78.2	510	
19.3	126	
1.7	11	
0.8	5	
100.0	652	

%78.2

(7)

% 0.8

.

:

*

(8)

33.6	198	3-1
28.5	168	5-4
18.0	106	7 -6
20.0	118	8
100.0	590	

(8)

(7)

.

: •

(9)

56.2	366	2500	1500
30.8	201	3500	2500
11.8	77	5000	3500
1.2	8	5000	
100.0	652		

% 56.2

(9)

2500 1500

. 5000 %1.2
()

: •

(10)

72.9	412	5	
9.2	52	10	5
3.7	21	15	10
14.2	80	15	
100.0	565		

% 72.9

(10)

%3.7 5
. 15 10
.

• :

(11)

16.0	108	
41.7	270	3-1
15.9	103	6-4
26.4	171	7
100.0	652	

%41.7 (11)

3-1

6-4 %15.9

⋮ ⋮

⋮ (1)⋮

⋮

⋮ ⋮ - (1

(6)

(2)

⋮

1

140 2004 1
.271

2

: (2
 40
 (12)
 ()
 0.05 r (0.05)
 0.304 38

(12)

()

0.001	0.487	.	1
0.000	0.651	.	2
0.000	0.784	.	3
0.009	0.408	.	4
0.008	0.416	.	5
0.000	0.615	.	6
0.000	0.560	.	7
0.000	0.560	.	8
0.030	0.349	.	9
0.001	0.502	.	10
0.000	0.873		11

0.304 38 0.05 r

(12)

()

0.000	0.816		12
0.000	0.685		13
0.000	0.883		14
0.000	0.835		15
0.000	0.860		16
0.000	0.878		17
0.000	0.875		18
0.000	0.850		19
0.000	0.839		20
0.000	0.901		21
0.000	0.864	.	22
0.000	0.802	.	23
0.000	0.883	.	24
0.000	0.690	.	25
0.000	0.737	.	26
0.000	0.593		27
0.000	0.556		28
0.000	0.601		29
0.000	0.759	.	30

0.304

38

0.05

r

(12)

()

0.000	0.543	.	31
0.000	0.526	.	32
0.000	0.571	.	33
0.039	0.337		34
0.010	0.407	.	35
0.002	0.492		36
0.002	0.469	.	37
0.000	0.671	.	38
0.003	0.460	.	39

0.304 38 0.05 r

)

(13)

(0.05)

(

38 0.05 r r 0.304

(13)

()

0.029	0.345		40
0.004	0.442	.	41
0.040	0.326	.	42
0.014	0.386	.	43
0.009	0.407	.	44
0.002	0.472	.	45
0.000	0.583	.	46
0.004	0.444	.	47
0.000	0.608	.	48
0.015	0.383	.	49
0.011	0.405	.	50
0.000	0.626	.	51
0.001	0.507	.	52
0.000	0.645	.	53
0.041	0.328	.	54
0.000	0.652	.	55
0.000	0.652	.	56
0.009	0.408	.	57
0.016	0.388	.	58

0.304

38

0.05

r

(13)

()

0.003	0.463	.	59
0.025	0.359	.	60
0.001	0.503	.	61
0.000	0.645	.	62
0.001	0.526	.	63
0.015	0.381	.	64
0.003	0.466	.	65
0.024	0.356	.	66
0.032	0.340	.	67

0.304 38 0.05 r

()

(14)

(0.05)

38 0.05 r r 0.304

(14)

()

0.036	0.332	.	68
0.024	0.357		69
0.006	0.427	.	70
0.000	0.632	.	71
0.000	0.587	.	72
0.000	0.646	.	73
0.000	0.589	.	74
0.030	0.344	.	75
0.001	0.520	.	76
0.008	0.414	.	77
0.000	0.624	.	78
0.000	0.788	.	79
0.001	0.511	.	80
0.009	0.410	.	81
0.000	0.665	.	82

0.304

38

0.05

r

(14)

()

0.000	0.643	.	83
0.000	0.647	.	84
0.000	0.684	.	85
0.000	0.696	.	86
0.000	0.852	.	87
0.000	0.715	.	88
0.000	0.798		89
0.003	0.454		90
0.004	0.443	.	91
0.009	0.421	.	92
0.000	0.707	.	93
0.002	0.482	.	94
0.007	0.417	.	95

0.304

38

0.05

r

-3

(15)

.(0.05)

(15)

0.000	0.863		
0.011	0.400		
0.009	0.406		
	0.304	38	0.05
			r

:Reliability -

:¹.

.

:Split-Half Coefficient -1

Spearman-Brown)

: (Coefficient

(16)

.

$$\frac{r^2}{r+1} =$$

.

"

"

1

. 140 2004 1

(16)

()

0.00	0.89258	0.8060	39		
0.00	0.83204	0.7124	28		
0.00	0.80432	0.6727	27		
	0.304		38	0.05	r

:Cronbach's Alpha -2

. (17)

(17)

()

0.9176	39		
0.8715	28		
0.8588	27		

	:	:
SPSS		
	:	
.		-1
.		-2
.		-3
-		-4
.(1- Sample K-)		
.One sample T test		-5
.(Spearman-Brown Coefficient)		-6
.One Way ANOVA		-7
.		-8

الفصل الخامس

نتائج الدراسة الميدانية وتفسيرها



:(1- Sample K-S) -) :

(18) .
(sig. > 0.05) 0.05

(18)
(One-Sample Kolmogorov-Smirnov test)

	Z		
0.603	0.764		
0.950	0.519		
0.858	0.605		
0.674	0.722		

. (One Sample T test) T
. t
t

"541" 1.96 t
(% 60 0.05) "0.05"
t
) "0.05" "541" t
(% 60 0.05
. 0.05

:() :

(1984) Hersey &Blanchard Model

:

Hersey &Blanchard : () -1
(1984) Model

.

()

.

(19)

.

:

(19)

		t				
2	0.000	23.882	79.66	3.98	.	1
1	0.000	31.760	81.68	4.08	.	2
8	0.000	5.441-	55.32	2.77	.	3
6	0.102	1.638-	58.60	2.93	.	4
4	0.000	5.364	64.49	3.22	.	5
9	0.000	15.022-	48.49	2.42	.	6

1.96

0.05

(651)

t

(19)

		↵				
7	0.000	4.909-	55.41	2.77	.	7
5	0.001	3.498	62.92	3.15	.	8
3	0.000	8.526	67.19	3.36	.	9
10	0.000	15.460-	47.48	2.37	.	10
	0.000	6.105	62.23	3.11		
			1.96	0.05	(651)	t

(9 8 5 2 1)

(19)

(10 7 6 3)

.0.05

"%60"

" : (4)

.0.05

(19)

0.05

"%60"

%62.23

Hersey &Blanchard

:()

(1984) Model

(20)

(20)

2	0.000	16.184	73.73	3.69		11
6	0.000	16.343	71.36	3.57		12
10	0.000	4.955	64.15	3.21		13
4	0.000	14.485	72.76	3.64		14

1.96

0.05

(651)

t

(20)

:

		$\bar{t}$				
7	0.000	14.974	71.36	3.57		15
9	0.000	12.436	70.92	3.55		16
3	0.000	15.066	73.18	3.66		17
5	0.000	14.229	71.67	3.58		18
1	0.000	19.135	74.70	3.73		19
8	0.000	13.501	71.17	3.56		20
	0.000	17.100	71.49	3.57		

1.96

0.05

(651)

t

(20)

0.05

"%60"

(20)

.0.05

"%60"

%71.49

_____ - 3

(21)

□

□

(21)

□

		τ				
2	0.000	25.128	77.13	3.86		21
5	0.000	19.778	74.79	3.74	.	22
6	0.000	18.622	74.54	3.73	.	23
3	0.000	18.396	75.13	3.76	.	24

1.96

0.05

(651)

t

(21)

:

		t				
9	0.000	11.683	70.42	3.52	.	25
8	0.000	13.085	71.01	3.55	.	26
7	0.000	16.277	74.23	3.71		27
4	0.000	21.262	74.82	3.74		28
10	0.000	7.075	65.80	3.29		29
1	0.000	23.177	78.22	3.91	.	30
	0.000	22.409	73.64	3.68		

1.96 0.05 (651) t

(21)

.0.05 "%60"

.

(21)

0.05

"%60"

%73.64

.

.

.

Hersey &Blanchard Model

:_____ -4

(1984)

(22)

.

.

(22)

		t				
6	0.000	8.362	66.82	3.34		31
1	0.000	22.292	75.35	3.77		32
2	0.000	20.206	73.76	3.69		33

1.96

0.05

(651)

t

(22)

		t				
8	0.000	4.950	63.84	3.19		34
7	0.000	8.768	66.19	3.31	.	35
5	0.000	9.814	67.13	3.36		36
9	0.000	- 11.077	51.45	2.57	.	37
3	0.000	18.902	72.79	3.64	.	38
4	0.000	11.402	68.17	3.41	.	39
	0.000	18.475	67.26	3.36		

1.96 0.05 (651) t

) (22)
"%60" ("37"
 . 0.05

(22)

0.05 "%60" %67.26

*

(23)

:

(23)

		⌊				
4	0.000	6.105	62.23	3.11		1
2	0.000	17.100	71.49	3.57		2
1	0.000	22.409	73.64	3.68		3
3	0.000	18.475	67.26	3.36		4
	0.000	23.467	68.70	3.44		

1.96 0.05 (651) t

(23)

"%60" %68.70 3.44 : 0.05

: -

()%73.64 : -
 .()% 62.23 ()% 67.26 ()%71.49 -
 . -
 . -
 : *
 :
 _____ -1

Hersey &Blanchard)
 ((1984) Model

.
 .
 : -2
 ((1984) Hersey &Blanchard Model)
 .
 40 : -3
 ((1984) Hersey &Blanchard Model)
 .

:

:

: -1

(24)

(/)

		t				
1	0.000	34.843	83.81	4.19		40
2	0.000	35.303	80.44	4.02	.	41
6	0.000	4.458	63.59	3.18	.	42
8	0.136	1.492	61.28	3.06	.	43
10	0.303	1.031	60.76	3.04	.	44
13	0.000	6.136-	55.20	2.76	.	45
14	0.000	10.144-	51.73	2.59	.	46
11	0.002	3.171-	57.29	2.86	.	47
5	0.000	7.146	65.26	3.26	.	48
12	0.000	4.577-	56.46	2.82	.	49
4	0.000	17.090	72.50	3.63	.	50
9	0.201	1.280	61.00	3.05	.	51
15	0.000	13.346-	49.27	2.46	.	52
7	0.009	2.625	62.11	3.11	.	53
3	0.000	17.146	74.70	3.74	.	54
	0.000	14.321	63.71	3.19		

1.96

0.05

(651)

t

(54 53 50 48 42 41 40) (24)
0.05 "%60"

/

.

(52 49 47 46 45)
0.05 "%60"

.

(51 44 43)
" : 0.05

(24) "
0.05 "%60" %63.71

.

: -2

(25)

(/)

4	0.000	17.885	74.29	3.71	.	55
3	0.000	31.602	77.18	3.86	.	56
2	0.000	29.886	77.75	3.89	.	57
6	0.000	12.136	68.72	3.44	.	58
1	0.000	46.186	84.96	4.25	.	59
5	0.000	15.583	71.70	3.59	.	60
7	0.000	4.061	63.53	3.18	.	61
	0.000	45.117	74.05	3.70		

1.96 0.05 (651) t

(25)

0.05 "%60"

84.96 (59)

" :

"

%74.05

(25)

0.05

"%60"

: -3

:(/) (26)

(26)

(/)

		t				
1	0.000	34.052	82.06	4.10	.	62
2	0.000	29.840	78.49	3.92	.	63
3	1.000	0.000	60.00	3.00	.	64
	0.000	29.863	73.41	3.67		

1.96

0.05

(651)

t

64

(62,63)

(26)

"%60"

0.05

(64)

%73.41

(26)

0.05

"%60"

: -4

.(/) (27)

(27)

(/)

		t				
1	0.000	14.500	74.64	3.73	.	65
3	0.018	- 2.371	58.03	2.90	.	66
2	0.566	0.547	60.53	3.03	.	67
	0.000	6.341	64.31	3.22		

1.96

0.05

(651)

t

(65)

(27)

0.05

"%60"

"66"

.

.

/

(27)

0.05

"%60"

%64.31

.

.

(28)

:

(28)

()

		t				
4	0.000	14.321	63.71	3.19		1
1	0.000	45.117	74.05	3.70		2
2	0.000	29.863	73.41	3.67		3
3	0.000	6.341	64.31	3.22		4
	0.000	33.326	67.43	3.37		

1.96

0.05

(651)

t

"%60"

(28)

%67.43

0.05

0.05

0.000

.

(28)

%73.41

%74.05

:

.% 63.71

%64.31

*

.

.

.

*

()

.

.

:

:

:

-1

:

:(29)

(29)

)

:

(

(29)

:(

)

.

		t				
4	0.007	2.723-	57.50	2.88	.	68
1	0.000	18.718	74.26	3.71	.	69
2	0.000	15.686	72.82	3.64		70
5	0.000	12.22-	48.92	2.45	.	71
3	0.001	3.217	62.65	3.13	.	72
	0.000	7.762	63.26	3.16		

1.96

0.05

(651)

t

(

)

(29)

"%60"

(72 70 69)

0.05

(71 68)

0.05

"%60"

%63.26

(29)

0.05

"%60"

(29)

:()

2	0.780	0.297-	59.78	2.99		73
4	0.001	3.292-	57.57	2.88		74
3	0.008	2.667-	57.91	2.90		75
1	0.006	2.768	62.46	3.12		76
	0.000	4.953	61.93	3.10		

1.96

0.05

(651)

t

()

(29)

.0.05

"%60"

(76)

(75 74)

:

0.05

"%60"

1	0.000	7.088	65.37	3.27		77
	0.000	4.953	61.93	3.10		

.
 :
 *
 *
 .()

 *
 : -2
 :
 : () (30)
 (30)
 : () .

		$\bar{u}$				
2	0.003	3.015	62.18	3.11		78
1	0.000	8.424	66.21	3.31		79
4	0.000	- 6.641	54.78	2.74		80
3	0.031	2.165	61.63	3.08		81
	0.033	2.137	61.22	3.06		

1.96 0.05 (651) t

(80) (30)

(81 79 78)

0.05 "%60"

%61.22

(30)

0.05

"%60"

(30)

()

1	0.000	12.689	68.78	3.44		82
4	0.000	6.474-	54.98	2.75		83
2	0.000	6.444	65.05	3.25		84
3	0.000	5.048-	56.28	2.81		85
6	0.000	16.37-	48.58	2.43		86
5	0.000	8.921-	53.39	2.67		87
	0.000	4.580-	57.85	2.89		
	0.083	1.738-	59.20	2.96		

1.96

0.05

(651)

t

(82,84)

(30)

"%60"

(83,85,86,87)

0.05

(30)

"%60"

%57.85

0.05

%57.85

(30)

. %61.22

0.05

%59.20

:

*

*

*

: -3

(31)

:

(31)

() .

		←				
2	0.026	2.236-	58.27	2.91	.	88
1	0.000	8.307	66.30	3.32		89
3	0.001	3.257-	57.41	2.87		90
	0.283	1.074	60.69	3.03		

1.96

0.05

(651)

t

88)

()

(31)

%60

%60

(90

(89)

.

0.05

"%60"

.

(31)

0.05

%60.69

.

: _____ -

(31)

: () -

		±				
1	0.726	0.350	60.28	3.01	.	91
5	0.000	15.65-	48.77	2.44	.	92
4	0.000	12.26-	51.05	2.55	.	93
2	0.623	0.491-	59.63	2.98	.	94
3	0.000	4.757-	55.94	2.80	.	95
	0.000	8.938-	55.11	2.76		
	0.000	5.342-	57.20	2.86		

1.96 0.05 (651) t

() (31)

. 0.05 "%60"

.

.

(94 91)

(31)

0.05

"%60"

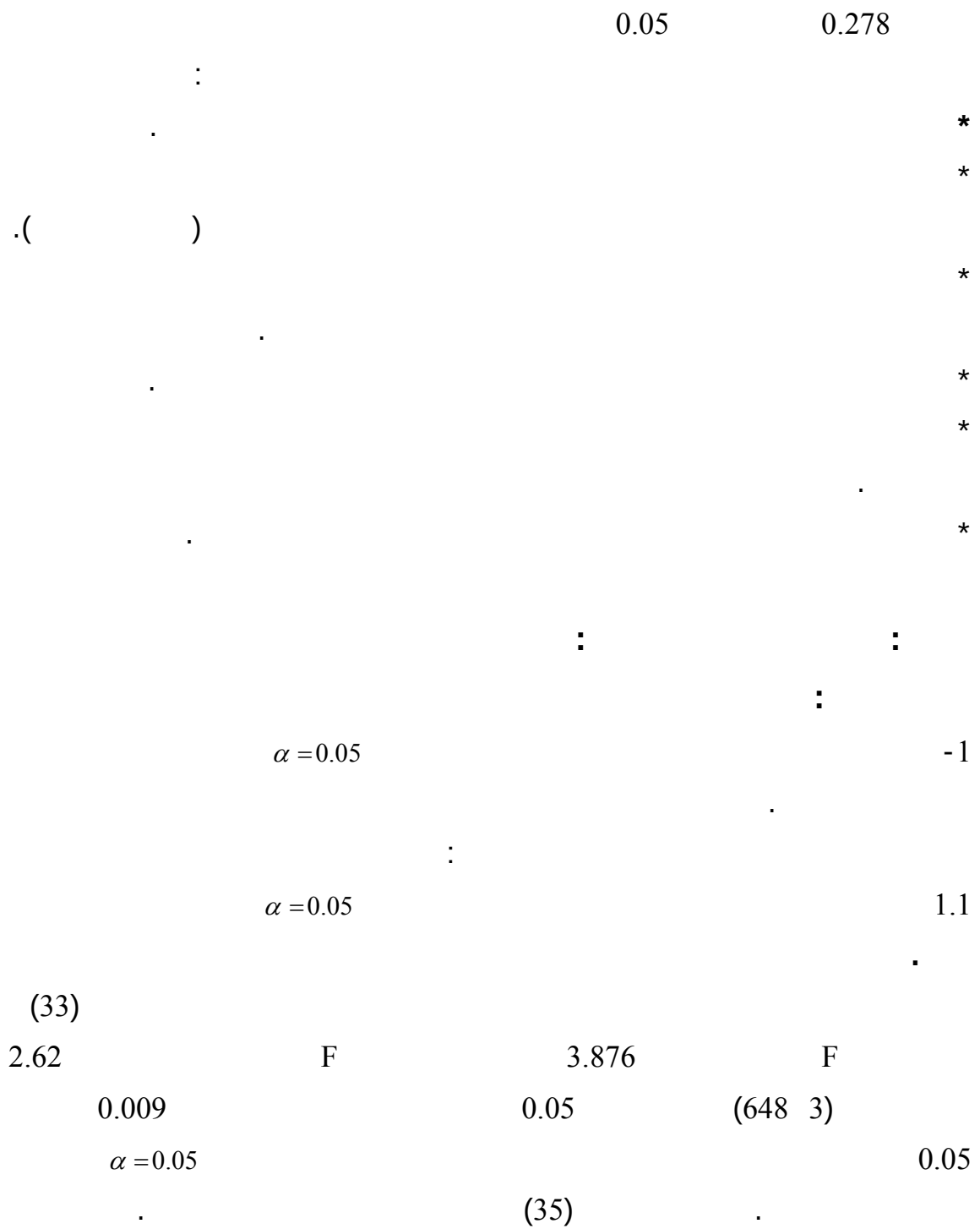
%55.11

%57.20

(32)

1.96

(32)



(33)
(One Way ANOVA)

	" F"					
0.009	3.876	0.305	3	0.914		
		0.079	648	50.061		
			651	50.975		
		2.62	0.05	(648 3)		F

(34)

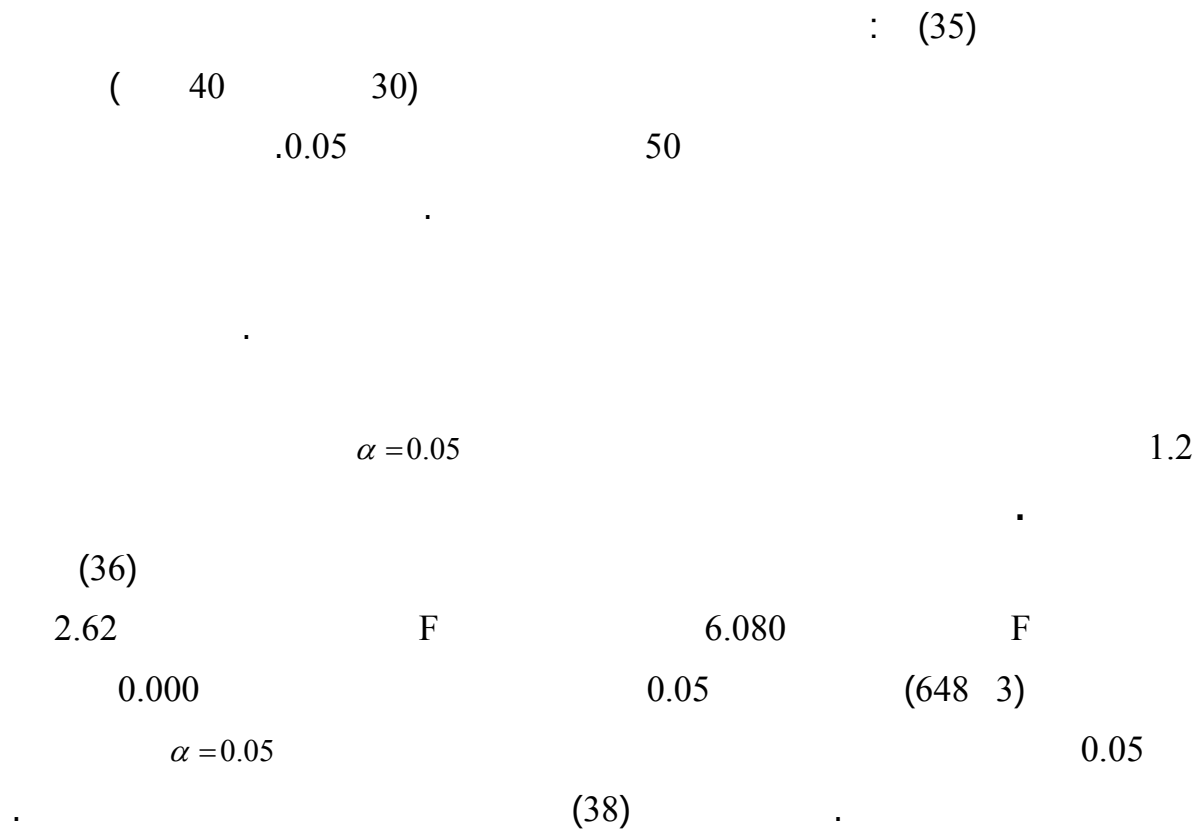
2.93	30 20
2.988	40 30
2.979	50 40
2.873	50

(40 30) (34)
 40) 2.988
 (30 20) 2.979 (50
 .2.873 50 2.93

(35)

50 - 40	40 - 30	30 - 20	
		0.0589	40 - 30
	0.090-	0.0498	50 - 40
0.1063-	*0.115-	0.0565-	50

0.05 *



(36)

(One Way ANOVA)

	" F"					
0.000	6.080	0.473	3	1.419		
		0.078	648	49.556		
			651	50.975		
		2.62	0.05	(648 3)		F

(37)

3.12	
2.984	
3.086	
3.038	

3.038

. 2.984

*

—

—

■

$\alpha = 0.05$

1.3

(39)

T

1.96

T

3.118

T

0.05

650

$\alpha = 0.05$

(39)

t

	t					
0.002	3.118	0.28332	3.3957	449		
		0.27228	3.3210	203		

1.96

0.05

650

T

$\alpha = 0.05$

1.4

(40)

2.62

F

6.03

F

0.000

0.05

(648 3)

$\alpha = 0.05$

0.05

(42)

(One Way ANOVA)

(41)

(41)

3.106

(42)

15	10	10	5	5		
				* 0.0916-	10	5
			0.0136-	* 0.1052-	15	10
	0.0017-		0.0119-	* 0.1035-	15	

0.05

*

: (42)

(10 5)

.0.05

(15 10)

.0.05

15

5

$\alpha = 0.05$

(43)

2.62

F

4.427

F

0.004

0.05

(648 3)

$\alpha = 0.05$

0.05

(45)

(43)

(One Way ANOVA)

	" F"					
0.004	4.427	0.347	3	1.042		
		0.078	648	49.835		
			651	50.877		

2.62

0.05

(648 3)

F

(44)

2.87	
2.793	
3.034	
2.663	

(44)

2.793

2.87

3.034

.2.663

(45)

		*0.0766-	
	0.2414	0.1648	
0.3712-	0.1298-	0.2064-	

0.05

*

(45)

.0.05

.

$\alpha = 0.05$

1.6

.

(46)

2.62

F

7.753

F

0.004

0.05

(648 3)

$\alpha = 0.05$

0.05

.

(48)

(46)

(One Way ANOVA)

	" F"					
0.000	7.753	0.600	3	1.801		
		0.077	648	49.169		
			651	50.970		

2.62

0.05

(648 3)

F

(47)

3.24	2500	1500
3.140	3500	2500
3.115	5000	3500
3.208	5000	

(47)

2500 1500

) () 3.24

) () 3.208 (5000

) 3.140 (3500 2500

) (5000 3500) (

.(

(48)

3500 5000	2500 3500	1500 2500	
		*0.0995-	2500 3500
	0.0253-	*0.1248-	3500 5000
0.0936	0.0683	0.0312-	5000

0.05

*

: (48)

(2500 1500) *

(3500 2500)

.0.05

(2500 1500) *

(5000 3500)

.0.05

(2500 1500)

.

(5000 2500)

.

.

.

:

$\alpha = 0.05$

-2

.

:

$\alpha = 0.05$

2.1

.

(49)

2.62

F

3.944

F

0.008

0.05

(648 3)

$\alpha = 0.05$

0.05

.

(51)

.

(49)
(One Way ANOVA)

	" F"					
0.008	3.944	0.900	3	2.701		
		0.228	648	145.418		
			651	148.118		
		2.62	0.05	(648 3)		F

(50)

2.90	30 20
2.9341	40 30
3.1011	50 40
3.0038	50

(50)

3.1011	(50 40)
(40 30)	3.0038 (50)
2.90	(30 20) 2.9341

(51)

20 30	30 20	30 20	
		0.0341	40 30
	0.1670	*0.2011	50 40
0.0973	0.0697	0.1038	50

0.05 *

(51)

(50 40)

.0.05 (30 20)

.(30 20)

.

$\alpha = 0.05$ 2.2

.

(52)

2.62 F 7.530 F

0.000 0.05 (648 3)

$\alpha = 0.05$ 0.05

(54)

.

.

(52)
(One Way ANOVA)

	" F"					
0.000	7.530	1.691	3	5.073		
		0.225	648	143.046		
			651	148.118		
		2.62	0.05	(648 3)		F

(53)

2.98	
3.0094	
2.8142	
2.8139	

(53)

3.0094

2.8142

.

2.98

2.8139

(54)

		0.0294	
	*0.1951-	*0.1658-	
0.0003-	*0.1954-	*0.1661-	

0.05

*

: (54)

*

.

*

.

*

.

*

.

$\alpha = 0.05$ 2.3

(55) T
1.96 T 3.462 T
0.05 650
 $\alpha = 0.05$
3.0776
.2.9364

(55)

t						
	t					
0.001	3.462	0.47018	2.9364	449		
		0.49155	3.0776	203		
		1.96	0.05	650		T

$\alpha = 0.05$ 2.4

(56)

2.62 F 4.171 F

0.006 0.05 (648 3)

$\alpha = 0.05$ 0.05

(58)

(56)
(One Way ANOVA)

	" F"					
0.006	4.171	0.951	3	2.854		
		0.228	648	145.265		
			651	148.118		
		2.62	0.05	(648 3)	F	

(57)

3.1	5
3.028	10 5
2.9714	15 10
2.9242	15

(57)

5)

3.1

3.028 (10

$$2.9714 \quad (15 \quad 10)$$

$$2.9242 \quad 15$$

(58)

15 10	10 5	5	
		0.0720-	10 5
	0.0567-	0.1286-	15 10
0.0472-	0.1038-	*0.1758-	15

0.05

$$(58)$$

$$(5)$$

$$15$$

.0.05

$$\alpha = 0.05 \qquad 2.5$$

$$(59)$$

$$2.62 \qquad F \qquad 9.627 \qquad F$$

$$0.000 \qquad 0.05 \qquad (648 \ 3)$$

$$\alpha = 0.05 \qquad 0.05$$

$$(61)$$

(59)

(One Way ANOVA)

	" F"					
0.000	9.627	2.147	3	6.440		
		0.223	648	141.601		
			651	148.042		

2.62

0.05

(648 3)

F

(60)

2.98	
3.2339	
2.9818	
2.9068	

(60)

2.9818

3.2339

2.98

2.9068

(61)

		0.2539	
	* 0.2556-	0.0018-	
0.0714-	0.3271-	0.0732-	

0.05

*

(61)

$\alpha = 0.05$

2.6

(62)

2.62

F

0.928

F

0.728

0.05

(648 3)

$\alpha = 0.05$

0.05

(62)

(One Way ANOVA)

	" F"					
0.728	0.928	0.215	3	0.644		
		0.232	648	147.013		
			651	147.657		

2.62

0.05

(637 3)

F

:

0.000

(63)

0.05

(63)

0.598		
0.000		
652		
0.088	0.05	"650"

:

.

:

4.1

.

(64)

0.05

0.000

.

4.2

(64)

0.05

0.000

(64)

0.581	0.355		
0.000	0.000		
652	652		

0.088

0.05

"650"

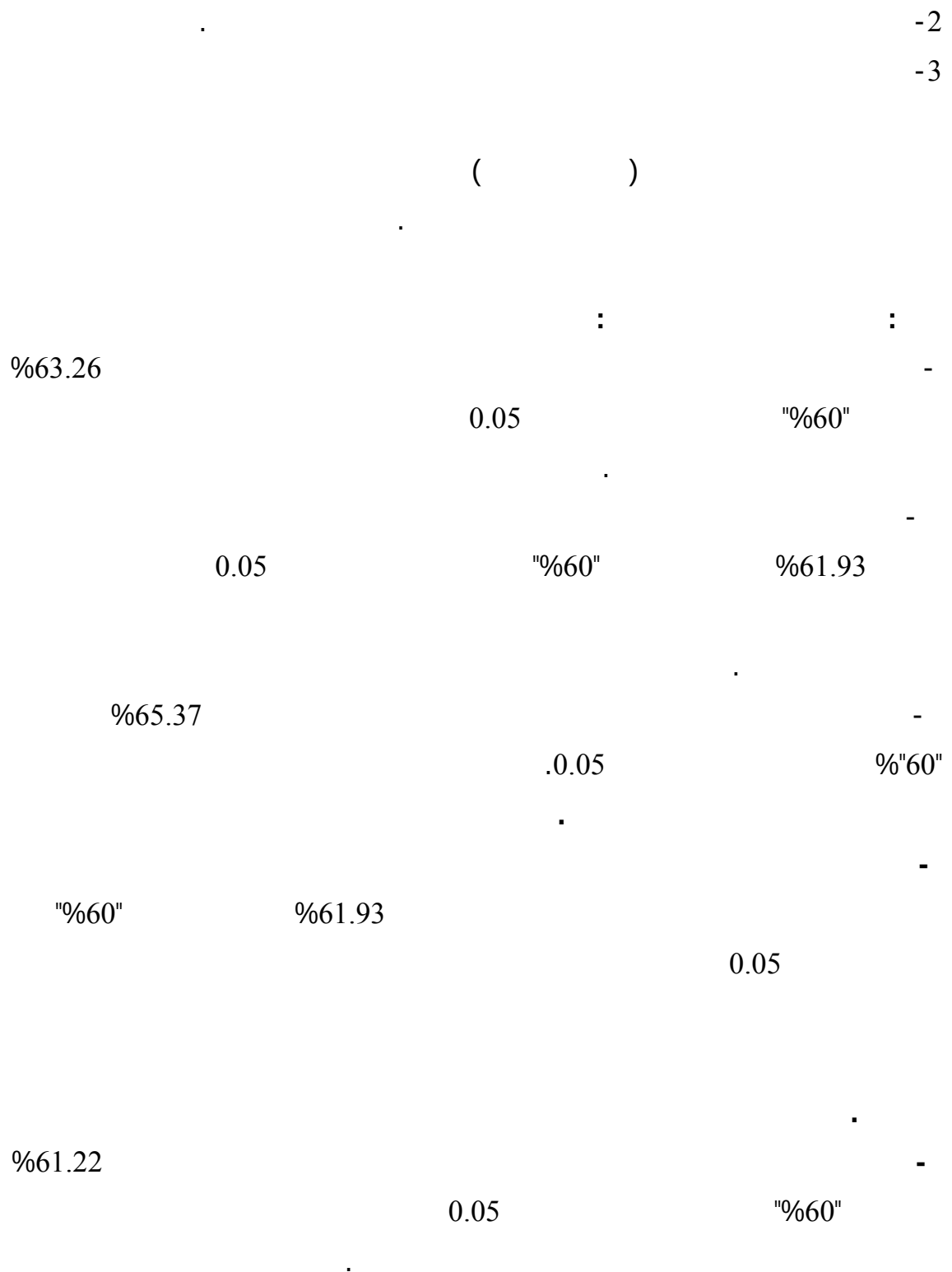
الفصل السادس

النتائج والنوصيات

:
)
 (
 .
 :
 :
 :
 30 20) : -1
 40) %47.7 (50
 . % 11.5 (50
 .
 %45.2 : -2
 %18.7 %24.2
 .%11.8
 .
 %31.1 %68.9 : -3
 .
 .
 5 (%34.8) : -4
 . 15 10 (%13)
 .
 %78.2 : -5
 .
 % 0.8
 .
 .

% 56.2 : -6
 %1.2 2500 1500
) 5000
 (.
 : :
 "%60" %62.23 -
 0.05
 .
 "%60" %71.49 -
 .0.05
 .
 "%60" %73.64 -
 0.05
 .
 "%60" %67.26 -
 0.05
 .
 -
 .
 ()%73.64 : -
 .()% 62.23 ()% 67.26 ()%71.49
 -
 .

		:	:
%63.71		0.05	—
			"%60"
			.
"%60"	%74.05		-
		0.05	
			.
"%60"	%73.41		-
		0.05	
			.
"%60"	%64.31		-
		0.05	
			.
	"%60"		-
%67.43			0.05
		0.05	0.000
	:		-
			.
			-
			.
(	)		-
			-
	:		-
.			-1



. %61.22
 %59.20
 %57.85
 0.05
 %60.69
 0.05
 0.05
 "%60"
 %55.11
 ()
 "%60" %57.20
 0.05
 "%60" %61.93
 0.05
 % 59.20
 .%60
 . 0.05 "%60" %57.20

	%59.59		-
		0.05	0.278
		▪	
:			-
.			- 1
			-2
.(	)		-3
	▪	▪	
.			-4
			-5
		▪	
.			-6

(1984) Hersey & Blanchard Model
 (1996) (1999) (2004)
 (1997) (2005)
 (1982) Morris & Sherman (1995) (1993) Meyer & Smith

(2000) (2004) :

.(1997) (1999)

:

-2

.

.

()

.

(1982) Mowday (1995) (1996)

.(1993) Meyer&Smith

.(1999) (2000) (2005) :

:

-3

.

(1999) (2004) :

.(1997)

(2005) (1999) :

.(1997)

:

-4

.

.

.(1997)

(2000) (2004) (2005) :

.(1982) Morris & Sherman (1999) (1999)

:

-5

.

.

.(1999) (2000) (2004) :

.(1997)

: -6

.(2004)

(2004)

(2004) :

.(1996)

(1999)

(2000)

(2004)

: _____ -

:

: -1

)

.(

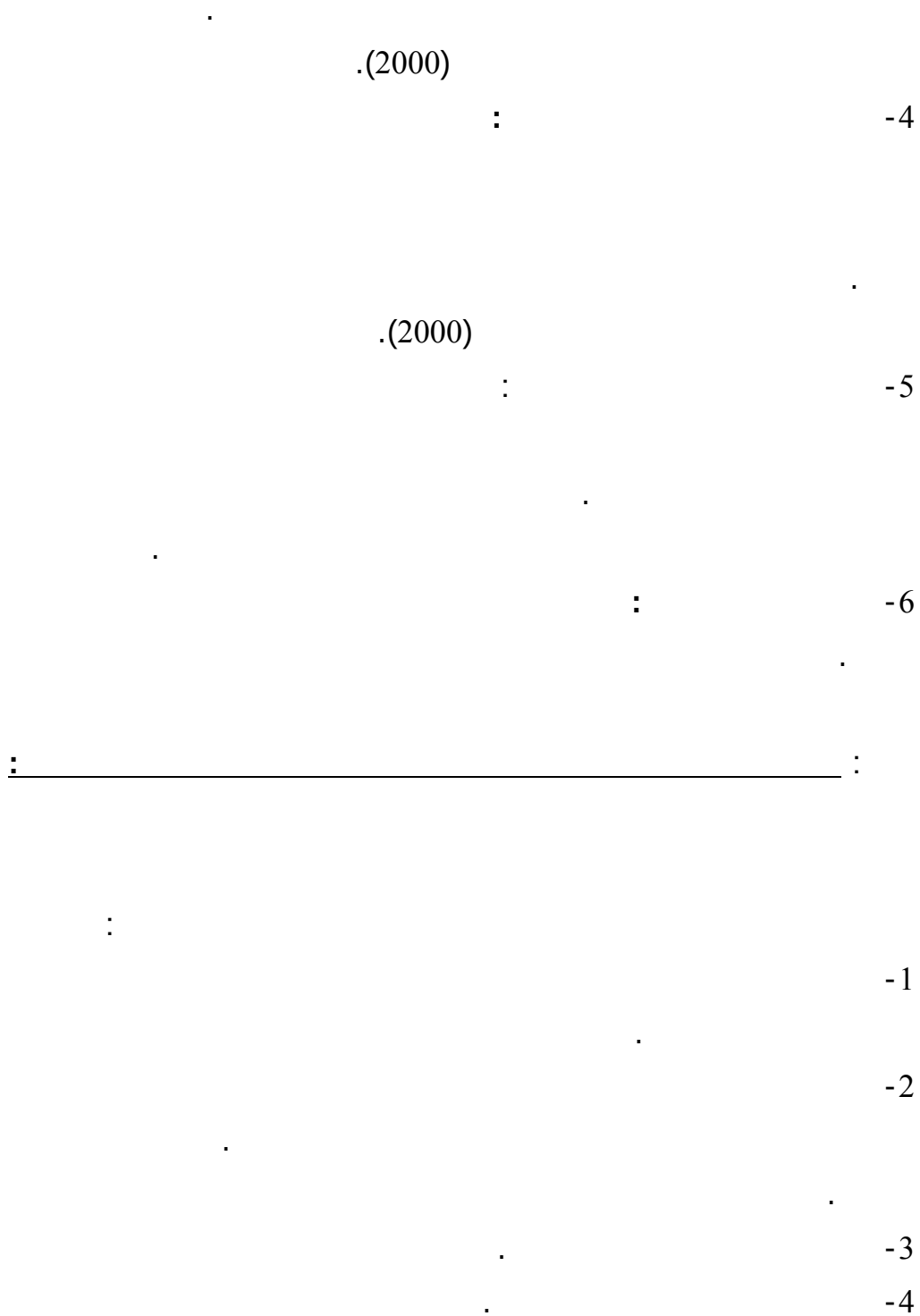
50

.(2000)

: -2

.(2000)

: -3



-5

.()

- 6

-7

. (2003)

-8

(1993) Niehoof & Moorman (2000)

.(1999)Eby

_____ :

_____ :

-

: (1984) Hersey &Blanchard Model

:_____ **-1**

)

((1984) Hersey &Blanchard Model

)

:_____ **-2**

((1984) Hersey &Blanchard Model

Hersey) :_____ -3
 40 ((1984) &Blanchard Model

. Otto(1993) (2003) .
 -

(1984) Hersey &Blanchard Model
 :
 :_____ -1
 ((1984) Hersey &Blanchard Model)

.
 .
) :_____ -2
 ((1984) Hersey &Blanchard Model

5
 .

Hersey) :_____ -3
 ((1984) &Blanchard Model

40

40

.

.

.(2000)

.

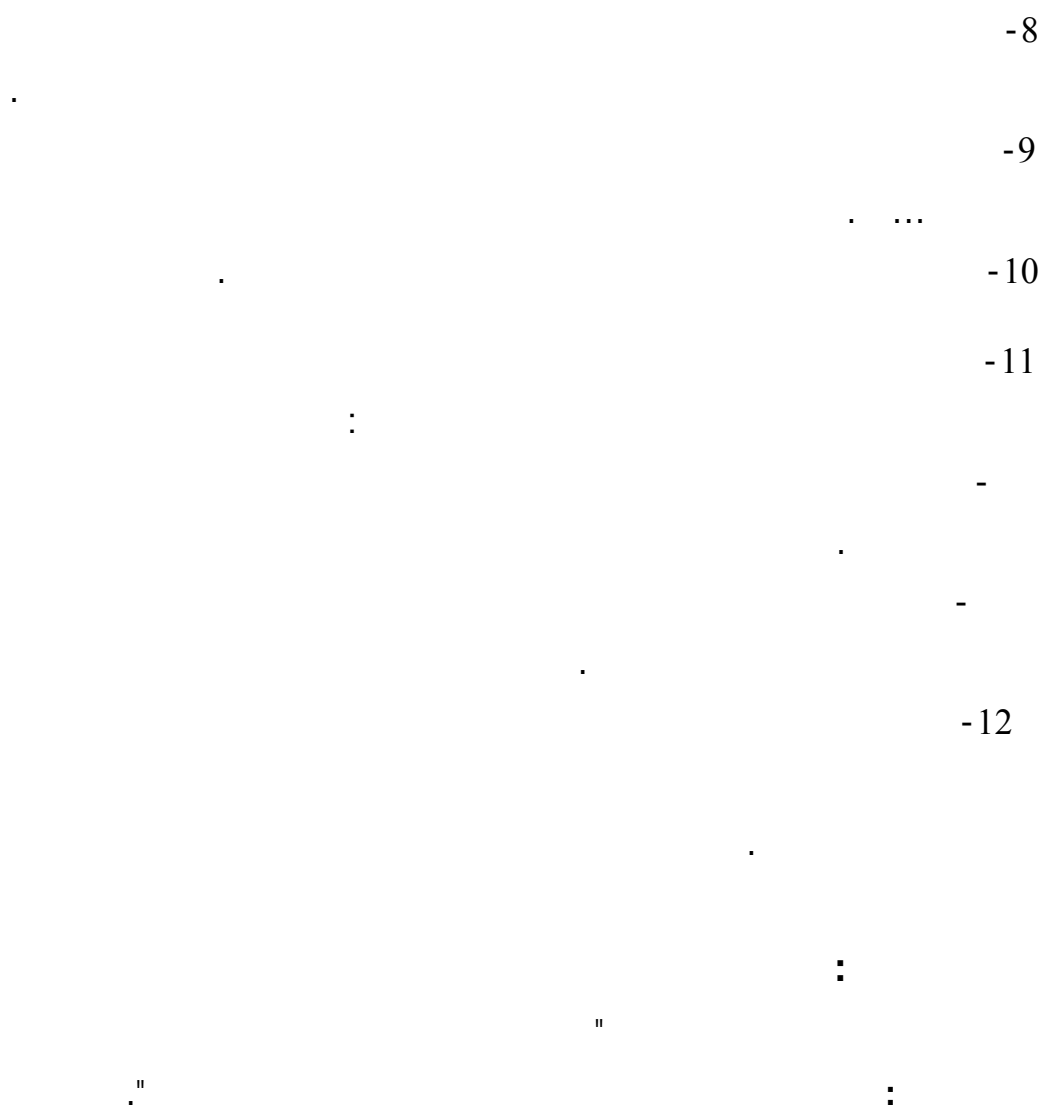
$\vdots$
 $\vdots$
 $(\quad)$ -1

$\cdot$ -2
 $\cdot$ -3

$(\quad)$
 $\cdot$
 $\cdot$ -4

$\cdot$
 $\cdot$ -5
 $\cdot$ -6
 -7

$\cdot$



-:

-:

:

:

-

" " . 1997 1	.1
" " 2001 2	.2
" " . 2002 1	.3
. 1991 1 " "	.4
" : " . 1997 1	.5
1 " : " 2004	.6
. " "	.7
" : " . 2006 1	.8
" " . 1995 1	.9
" " . 2001 1	.10
4 " " .2001	.11
" " . 1999 1	.12

- :

13.	" "
14.	:(.)
15.	: " " 2000 2
16.	" " 1998 1
17.	" " 1992 1
18.	1 1990
19.	" " 1984 4
20.	" " 1982 1
21.	" : " 2003 1
22.	" " 2004 1
23.	" " 1994 1
24.	" " 1982 1
25.	" : " 2003 1
26.	" " . .

- :

. 1998 8 " "	.27
" : " .2001 1	.28
: " " . 1989 1	.29
" " .2000 1	.30
" " .1987 1	.31
" " . 1997 1	.32
4 " " .2002	.33
" : " .1999 1	.34
: " " . 1995 1	.35
. 2003 1 " "	.36
: " " . 2005 1	.37
" " . 1998 1	.38

- :

" "	.39
. 1996 1	
" "	.40
.2004 1	
" "	.41
. 1999 1	
" :	.42
.1997 1	
" "	.43
.1980 1	
" "	.44
. 2003 1	
" "	.45
. 2005 4	
1 " "	.46
.1997	
" "	.47
. 1986 1	
" "	.48
. 1996 1	
1 " "	.49
. 1986	

: " (45) : " . 2005 (4)	1
" : " . 2004 (1) (24)	2
: " " . 1999	3
" " .1996 (31)	4
: " " .1992 (1) (13)	5
: " . 1997 (1) (5)	6
" : .1999 (3) (39)	7

- :

" 2003 (1) (22)	8
" (3) (7) 2000	9
" 1996 (3) (4)	10
:" " (18) 1994 (3)	11
" 8-6 :" 2006	12
" 1996 (42) (13)	13
" 2003 4	14
" " 1996 (1) (4)	16

- :

: " " . 1996 (4) (11)	17
" " .1997	18
" : " . 2005 (3)	18
" " . 1997 (7) (19)	19
(20) " " . 1998 72	20
" " : . 1995 (6) (10)	21
" " . 1987	22
" . 2007 (1) (14)	23

- :

" (37) " .1997 (11)	24
" " : . 2000 (2) (40)	25
: " (78) (21) " .1999	26
" " : .1996 (5) (9)	27
" .1989 (1) "	28
" . 2003 (1) (13) "	29

:

-

" .2005 "	1
" " .2005/2004	2

- :

“ ” .2004	3
“ ” . 2002	4
“ ” .2004	5
“ ” .1989	6
“ ” () : “ ” .2000	7
“ ” . 1999	8
“ ” . 1996	9
“ ” .2002	10
“ ” .2000	11

- :

12	" " . 2003
13	" " 2002
14	" " .2004
15	" " .1999
16	" : " . 2003
17	" " . 1998

- :

.2007

-1

A- Books :-

:

1-	Bies ,R.J.and Moag , J.S., “ Interactional Justice :Communication Criteria for Fairness ” , Greenwich , JAI Press ,1986.
2-	Blake, R & Moton, J., " The New Managerial Grid ", Houston Gulf Publishing Corp, 1988.
3-	Blau, P.M.,” Exchange and Power in Social life ”, Wiley ,1994.
4-	Criffen, R. W., Rel Evans, M. G.” leadership and Motivation ”, New York, Academy of Management , 1980.
5-	Cropanzano, R: and Greenberg, J.” Progress in Organizational Justice: Tunneling through the maze , New York , 1997.
6-	Dessler, Gary, “ Organization Theory “,New York, Prentice- Hall, 2 nd ed, 1989.
7-	Evans, M. G." leadership and Motivation ”, New Jersey , Academy of Management, March 1970 .
8-	Fiedler , F, Chemers , M & Mahar , L , “ Improving Leadership Effectiveness : The Leader Match Concept ” , New York , Wiley , 1987.
9-	Folger, R. and Cropanzano , R. “ Organizational Justice and Human Resources Management “ , Thousand Oaks , Sage , 1998 .
10-	Folger, R.,” Reactions to Mistreatment at Work ”, New York, Wiley, 1993 .
11-	Gibb , C.A. ” Leadership : Selected Readings Harmon’s , New York Penguin , 1989 , p.154 .
12-	Hersey, P. and Blanchard, K. H.," Management of Organizational Behavior -utilizing human resources ", New Jersey, Prentice Hall, Englewood cliffs ,3 ^d ed, 1982.
13-	Hunt , James G .and Larson , Larry,” Leadership: the cutting edge, Southern Illinois ” , Illinois, University press Carbondale Illinois, 1977.
14-	Katz, D. and Kahn, R.L., “ The social psychology of the organization “, New York: Wiley and sons, 2 nd . Ed, 1978 .

A- Books

15-	Kiesler, Charles, “The Psychology of Commitment Experiments Linking Behavior to Belief” , New York, Academic Press, 1991.
16-	Larson, E. W. and Fukami, C.V. “Relationship Between Worker Behavior and Commitment to the Organization and Union” , New York, Proceedings of the Academy of Management ,1988.
17-	Lerner, M.J., “The Justice Motive in Human Relations and the Economic Model of Man , New York, Academic Press, 1982 .
18-	Leventhal, G. S., "What should be done with equity theory ?New Approaches to the Study of Fairness in Social Relationships" , New York, Plenum ,1980.
19-	Leventhal, G.S.” Fairness in Social Relationships” , New Jersey General Learning Press, Morristown, 1976.
20-	Likert , Rensis, "New patterns of Management’ , New York , Mc Graw- Hill Book, Co. 3 rd , 1981.
21-	Likert, R.,” The Human Organization” , New York, Mc Graw- Hill Book company, 1967 .
22-	Luthans ,Fred ,” Organizational Behavior “ ,New York , McGraw-Hill Book CO, 5 th ed, 1989.
23-	Morris, James H. & Sherman, Daniel, “ Organizational Behavior , New Jersey, Prentice Hall , Englewood Cliffs , 1992.
24-	Mowdy , Richard . T ,et al. ,” Employee – Organization Linkages” , New York , Academic Press , 1992 .
25-	Price, J.L. and Mueller, C. W. Handbook of Organizational Measurement” , Chicago, Pittman Press Company, 1986.
26-	Stephen , p. Robbins , “ Organizational Behavior “ , New Jersey , Prentice – Hall International , 8th ed , 1993
27-	Szilagyi, A, & Wallace,” Organizational Behavior and Performance” , New York , Good Year Publishing company, 1980.
28-	Thibaut ,J.W. and Walker, L.” Procedural Justice: A psychological Analysis” , New Jersey : Erlbaum,. Hillsdale, 1995 .
29-	Tyler, T. R., and Bies,R.J., "Beyond formal procedures: The interpersonal content of procedural justice." , New Jersey, Lawrence, Erlbaum, 1990.
30-	Warrn, Bennis , Joan, Goldsmith,’ Learning to lead, A workbook on becoming a leader’ , London, Nicholas Brealy,1997.
31-	White. L.P:’ Introduction to the study of public administration’ , New York, Macmillan . Co., 3 rd , 1980 .

B- Periodicals :

1-	Adam. G. Al-Otaibi, “The influence of Organizational Justice on Employee Attitudes in Public Organizational State of Kuwait ” , Journal of Administrative Science , University of Kuwait , Vol.(10), No.(3) , 2003.
2-	Ali , H. Muhammad ,” Consequences of Top Management Support for Ethical Behavior : Evidence from Kuwaiti Managers “ ,Journal of Administrative Sciences ,Vol .(9) , No .(2) , 2002.
3-	Andrisani . P.J. & Shapiro .M.B. “Woman’s Attitudes toward their Jobs : Some Longitudinal Data on National Sample “ , Personal Psychology , Vol. (31) , 1978.
4-	Angle, H.L., & J. L. Perry, “An Empirical Assessment of Organizational; commitment And Organizational effectiveness” , Administrative Science Quarterly , ,Vol. (26), No. (1), 1981.
5-	Aquino, K. , "Relationships among Pay Inequity, Perceptions of Procedural Justice, and organizational citizenship “ , Employee Responsibilities and rights journal ,Vol.(8), No.(1), 1995
6-	Balkin, D.B. and Gomez-Mejia, L.R., "Matching Compensation and Organizational Strategies" , Strategic Management Journal, Vol.(11), 1990.
7-	Bartolome. F &Laurent .A, “The Manager , Master and Servant of Power “ , Harvard Business Review , (November, December) 1986.
8-	Bies, R. L. and Shapior, D. L., "Voice and justification: Their influence on procedural fairness judgments" , Academy of Management Journal, Vol.(31),No.(4) , 1988 .
9-	Buchanan , B. , “ Building Organizational Commitment : The Socialization of Managers in Work Organization“ ,administrative Science Quarterly , Vol.(19), No.(1), March 1994.
10-	Buchanan.B: “Government Managers, Business Executive and Organizational Commitment” , Public Administration Review, Vol. (20), 1994.
11-	Chan ,M. "Organizational Justice and Land Cases“ , International Journal of Organizational Analysis, ,Vol.(8) , No.(1) , 2000.

B- Periodicals

12-	Cowherd, D.M. and Levine, D.I., " Product Quality and Pay Equity between Lower level Employees and Top Management :An Investigation of Distributive Justice Theory ", Administrative Science Quarterly ,Vol.(37),No.(2) ,1992.
13-	Eby, L.T. & al., "Motivational Bases of an affective Organizational Commitment: A partial test of an integrative theoretical model ", Journal of occupational and organizational Psychology, No.(72), 1999 .
14-	Farh, J." Imputes for actions: A cultural analysis of justice and organizational citizenship ", Administrative Science Quarterly, Vol.(15) ,1997.
15-	Folger, R. & Bies, R. J., " Managerial Responsibilities and Procedural Justice ", New Jersey ,The Employee Responsibilities and Rights Journal, Vol. (2), 1989 .
16-	Folger, R. and Greenberg, J. " Procedural Justice: An Interpretive Analysis of Personnel Systems " ,Research in Personnel and Human Resource Management, Vol.(3), 1985.
17-	Folger, R. and Konovsky , M. " Effects of Procedural and Distributive Justice on Reactions to Pay Raise Decisions ", Academy of Management Journal, Vol.(32), No.(1), 1989 .
18-	Goldman ,B .M.,” Toward and understanding of Employment Discrimination Claiming : An Integrating of Organizational Justice and Social information Processing Theories “, Personnel Psychology , Vol. (54) , 2001.
19-	Gordon, M.E., J.W Philpot, A.E. Burt, C.A. Thompson, & W.E .Spiller " Commitment To The Union : Development of A Measure and An Examination of its Correlates ", Journal of Applied Psychology , Vol. (25), 1980.
20-	Greenberg , J., " Taxonomy of Organizational Justice Theories “ , Academy of Management Review , Vol. (12), No .(1) , 1987.
21-	Greenberg, J.," Organizational Justice: Yesterday, Today and Tomorrow ", Journal of Management , Vol.(16), 1990.
22-	Greenberg, J.,” A Reexamination of Equity Theory in Social Exchange “, Journal of Applied Psychology , Vol.(64), No.(1) , 1979.
23-	Haller . M. & Rosenmayer . O. , " The Pluiridimensionality of Work Commitment “, Human Relations , Vol.(24) , 1971.

B- Periodicals

24-	Herbiniak, L, G & Allutto, J. A. " Personal and Role Related Factors in Development of Organizations ",Administrative Science Quarterly ,Vol. (18), 1972.
25-	House, R. J. & Mitchell, T. K," Path –Goal Theory of Leadership ", Academy of Management Journal Autumn 1984.
26-	Huseman, A.P. et al. " An Introduction to Sensitivity Theory ", , Personnel psychology , Vol.(40), 1987.
27-	Kantor, Rosarth M. " Commitment and Social Organization ,As Study of Commitment: Mechanism in Utopian Community " , American Socio –Logical Review, 1988.
28-	Konovsky, M. and Folger, R. " The Effects of Procedural and Distributive Justice on Organizational Citizenship Behavior ", Employee Responsibilities and Rights Journal, Vol.(4), No.(3),1991.
29-	Kredit. P.H and Gradel , M.S: " Prediction of Turnover Among Clerical Workers ", Journal of Applied Psychology, Vol. (73) , 1983.
30-	Kulik, C., ," Justice in the work place: From theory to practice ", Administrative Science Quarterly, Book Review , Vol.(2), 2001,
31-	Lerner, M.J. " The Justice Motive: Some Hypotheses as to its Origins and Forms " , Journal of Personality, Vol. (45), No.(1), 1977 .
32-	Leung, K. et al. " Sympathy and Support for Industrial Actions: A Justice Analysis ", Journal of Applied Psychology Vol.(78) , No.(5) , 1993.
33-	Lewin, K. R. Lippit & R. K. White," Patterns of Aggressive Behavior in Experimentally Created ", New York,Social Climates, Journal of Social Psychology, May 1989.
34-	Likert, R., Forward in Katz D.N. Maccoby & N.C Morse, " Productivity, Supervision and Morate in Office Situation , University of Michigan ,Survey Research Center, , 1997.
35-	Marsh, R.M., & H. Mannari, " Organizational Commitment, And Turnover: A production Study ",Administrative Science Quarterly, Vol. (22), No (1), 1977.

B- Periodicals

36-	Martin ,J., " Inequality, Distributive Injustice, and Organizational Illegitimacy ", Social Psychology in Organizations Vol.(2) , 1993.
37-	Martin ,J., " Relative Deprivation: A Theory of Distributive Injustice for an Erea of shrinking Resources ",Research in Organizational Behavior , Vol.(3), 1981.
38-	Meyer, J.P., Allen, N.J. and Smith, C.A., <i>Commitment Organizations and Occupations: Extension and Test of Three Component Conceptualization</i> , Journal of Applied Psychology, Vol.(74) , 1993.
39-	Miles ,A.J.,” The cumulative Effects of Justice Perceptions ”, , The Journal of Applied Management ,Vol.(2) , No(1) , 2000.
40-	Mirvis. P and Lawler. L: “ Measuring the Financial Impact Of Employee Attitudes ”, Journal of Applied Psychology, Vol. (62), 1977.
41-	Moorman , R.H. ‘ The relationship between organizational Justice and organizational citizenship behaviors : Do fairness perceptions influence employee citizenship “,Journal of Applied Psychology ,Vol.(75), 1991.
42-	Netemeyer , R.G. et al., " An Investigation into the Antecedents of Organizational Citizenship Behaviors in a Personal Selling Context ”, Journal of Marketing ,Vol.(61), N o.(1), 1997.
43-	Niehoff, B. & Moorman , R, “ Justice as a mediator of the Relationship Between Methods of Monitoring and Organizational Citizenship Behavior ", Academy of Management Journal , Vol.(36), 1993.
44-	O'Reilly & Caldwell, D.F, “ The Commitment and Job Tenure of New Employees: Some Evidence of Post Decisional Justification , Administrative Science Quarterly, Vol. (26), 1981.
45-	O'Reilly, C.A. & D.F Caldwell, “ Job Choice : The Impact of Intrinsic and Factors on Subsequent Satisfaction and Commitment “, Journal of Applied Psychology,Vol. (25) , No. (5) , 1980.

B- Periodicals

46-	Organ, D. W., “ The motivational basis of organizational citizenship behavior ”, Research in Organizational Behavior, Vol.(12), 1990.
47-	Organ, D.W. et al., " Accounting for Organizational Citizenship Behavior: Leader Fairness and Task Scope Versus Satisfaction ". Journal of Management, ,Vol.(16), No.(4), 1990.
48-	Otto ,A.,” The Relationship Between Transformational Leadership Employee Loyalty : Commitment and Employee Perception Of Organizational Justice “ , Dissertation Abstracts International, Vol.(1), No.(55),1993.
49-	Porter, L.W. Carmpon, W.J. & Smith, F.W. “ Organizational Commitments and Managerial Turnover: A Longitudinal Study ”, Organizational Behavior Human Performance, Vol. (15), 1996.
50-	Porter, L.W., R.M steers, & R.T Mowdy, “ Organizational Commitment, Job Satisfaction, and Turnover Among Psychiatric Technicians ”, Journal of Applied Psychology, Vol. (59), No. (5), 1994.
51-	Putti , et. Al, “ Work Value and Organizational Commitment : A study in the Aston Context ”, Journal of Human Relation, Vol. (42), No. (3), 1989.
52-	Reddin , W.J.” Effective Management by Objectives ” , Mc Graw – Hill Book , Englewood cliff, 1990.
53-	Roberts, K.H. and O'Reilly, C.A. " Measuring Organizational Communication ", New York , Journal of Applied Psychological , Vol.(59), No.(2), 1994.
54-	Rousseau, D.M. " Psychological Contracts in Organizations ", Psychological Reports, Vol.(77) , 1996
55-	Saal, F. E., and Moore, S. C.,” Perception of promotion fairness and promotion candidates qualification " , Journal of Applied Psychology, Vol.(78), 1993 .
56-	Spencer, D.G. "Employee Voice and Employee Retention" . Academy of Management Journal, Vol.(29), No.(3), 1996.

B- Periodicals

57-	Steers, R.M. " Antecedents and Outcomes of Organizational Commitment ", Administrative Science Quarterly, Vol. (22) , 1989 .
58-	Tannenbaum, R. & Schmidt .W.H. " How to choose a leadership Pattern ", Harvard Business Review , March – April. 1985 .
59-	Tyler , T.R. and Lind, E.A. " A Relational Model of Authority in Groups ", Advances in Experimental Social Psychology, Vol.(25), 1992.
60-	Williams, S., Pitre, R. and Zainuba, M., " Justice and organizational citizenship behavior intentions: fair rewards versus fair treatment ", Journal of Social Psychology , Vol.(42) , 2002.

□ *

: (1)

	□
	□
	□
	□
	□
	□
	□

ملحق رقم (2) : الاستبيان

—

2007/3/7

-

"

"

:

.

(X)

.

.

.

/

_____ :

_____ :
 :

.1

: .2

50 50 40 40 30 30 20

: .3

: .4

: .5

15 15 10 10 5 5

: .6

/ / / /

: .7

8 7-6 5-4 3- 1

3500 2500 2500 1500 : .8

5000 5000 3500

: .9

10 5 5
 15 15 10

: .10

7 6-4 3-1

: :

					.	.1
					.	.2
					.	.3
					.	.4
					.	.5
					.	.6
					.	.7
					.	.8
					.	.9
					.	.10
					.	.11
					.	.12
					.	.13
					.	.14
					.	.15
					.	.16
					.	.17
					.	.18
					.	.19
					.	.20
					.	.21
					.	.22
					.	.23
					.	.24
					.	.25
					.	.26

						.27
						.28
						.29
					.	.30
						.31
						.32
					.	.33
						.34
						.35
					.	.36
						.37
						.38
					.	.39

المجال الثالث: مستوى الإلتزام التنظيمي

						.40
						.41
					.	.42
						.43
						.44

						.45
					.	.46
					.	.47
					.	.48
					.	.49
					.	.50
					.	.51
					.	.52
					.	.53
					.	.54
					.	.55
					.	.56
					.	.57
					.	.58
					.	.59
					.	.60
					.	.61
					.	.62
					.	.63

					.	.64
					.	.65
					.	.66
					.	.67

⋮⋮

					.	.68
					.	.69
					.	.70
					.	.71
					.	.72
					.	.73
					.	.74
					.	.75
					.	.76
					.	.77
					.	.78

					.	.79
					.	.80
					.	.81
					.	.82
					.	.83
					.	.84
					.	.85
					.	.86
					.	.87
					.	.88
					.	.89
					.	.90
					.	.91
					.	.92
					.	.93
					.	.94
					.	.95

مع جزيل الشكر
سامية أبو ندى

