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تطبيق إدارة المعرفة في المؤسسات الحكومية الفلسطينية وأثرها على مستوى الأداء

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المعرفة طريق الحكمة، والحكمة تهدي إلى الحق

"وَإِذَا سَمِعُوا مَا أُنزِلَ إِلَى الرَّسُولِ تَرَى أَعْيُنُهُمْ تَفِيضُ مِنَ الدَّمْعِ مِمَّا
عَرَفُوا مِنَ الْحَقِّ يَقُولُونَ رَبَّنَا آمَنَّا فَاكْتُبْنَا مَعَ الشَّاهِدِينَ"

(المائدة: 83)

إلى قلبي وسر سعادتي .. أمي

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الدكتور وليد

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فهرس الجداول

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Abstract:

The purpose of this study is to identify the infrastructure of implementing Knowledge management in The Palestinian Governmental Institutions, and determine its impact on Organizational performance. Also, to propose the recommendations needed to create the appropriate working environment in the Presidency of Council of Ministers to implement KM.

The Study adopted the descriptive analytical method to achieve its aims. Survey questionnaire were personally distributed to all (46) technical, administrative and supervisory employees working at the Presidency of Council of Ministers. A total of (44) fully answered questionnaires were received from the respondents, at return rate of 95.7%.

Study Findings:

1. Lack of availability of KM implementation infrastructure in the Presidency of Council of Ministers by 55.78%. These infrastructure requirements vary as follows: Information Technology 59.53%, Organizational Culture 56.74%, Personnel 53.18%, Leadership 53.14%.
2. There is significant relationship between the availability of KM implementation infrastructure and the level of performance in the Presidency of Council of Ministers by 0.829.
3. The two independent variables (Organizational Culture and Personnel) explains 65.5% of the variance effects the dependent variable (level of performance in the Presidency of Council of Ministers). While 35.5% of variance in the level of performance in the Presidency of Council of Ministers refers to other factors other that IT and Leadership.
4. There are no differences in respondents answers about KM implementation infrastructure and the level of performance in the Presidency of Council of Ministers, refers to personal factors (Age, Academic qualification, Years of experience, Job Title).

Study Recommendations:

1. Rebuild the public employee as an intellectual capital and the most effective factor to achieve Institutional success, through out investing and developing the employees knowledge abilities.
2. Rebuild trust between employees, enhance common communications, and ensure the effectiveness of the role of control and Rewards systems.
3. Reliance on Technology to build advanced working system, and convert all bureaucratic paperwork to an electronic knowledge system. Also ensure the quality and speed of technical services.
4. Adopt a strategy for knowledge management, as a scientific and applicable methodology to achieve the optimal implementation of KM processes in Presidency of Council of Ministers.

الفصل الأول

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الفصل الثاني

إدارة المعرفة .. المفهوم والتطبيق

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المبحث الأول إدارة المعرفة .. التعريف والعناصر

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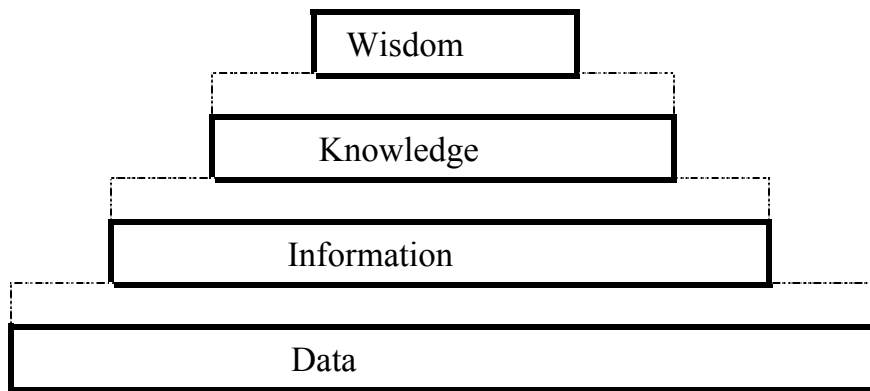
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De Brùn (2005) .(Uriarte, 2008)

Hislop (2009: 23)

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Source: Hislop, D. (2009), *Knowledge Management in Organizations*, New York: Oxford University Press, 2nd ed, p. 23.

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(Bennet and Bennet, 2003: 2) "

(Cheng et al, 2001: 6) "

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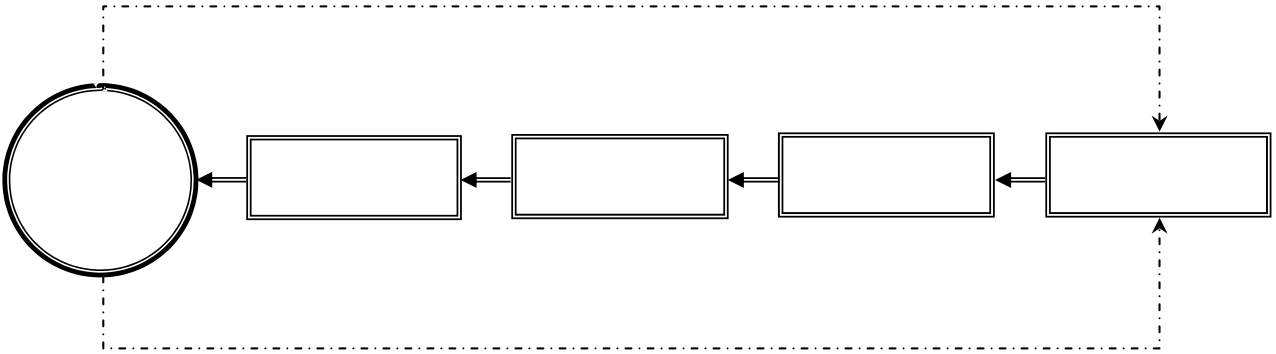
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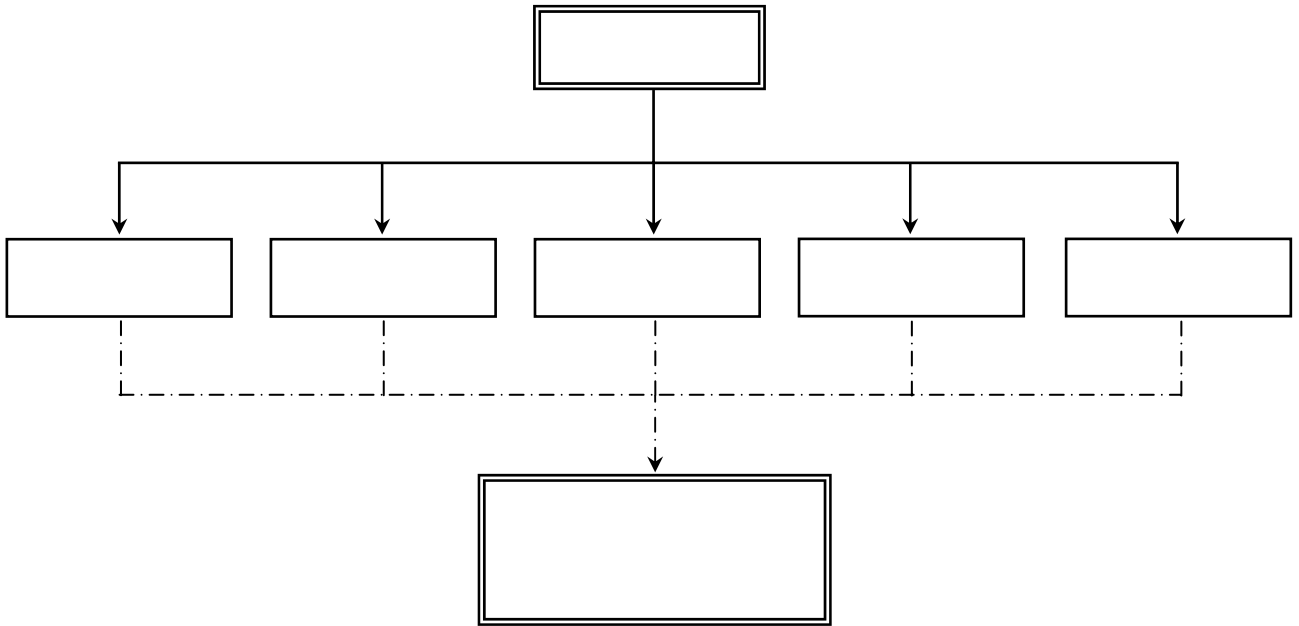
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Hislop (2009: 99)

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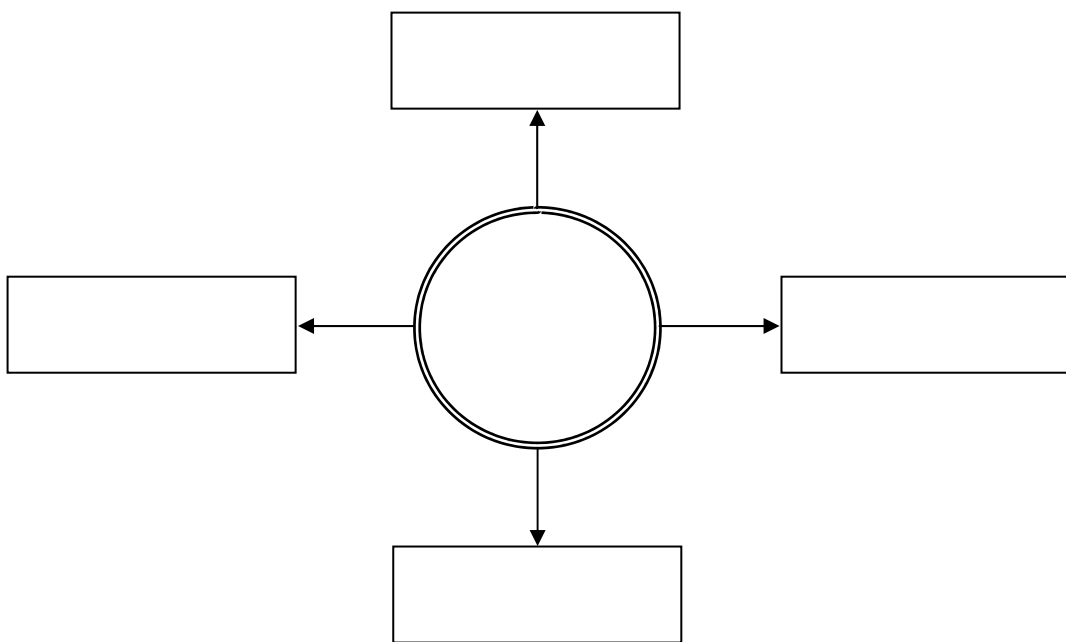
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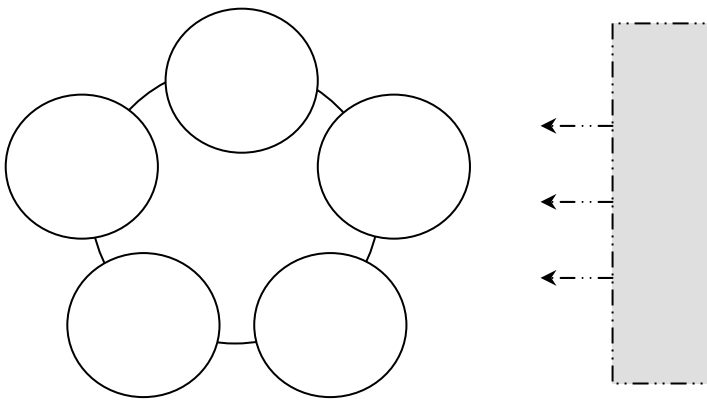
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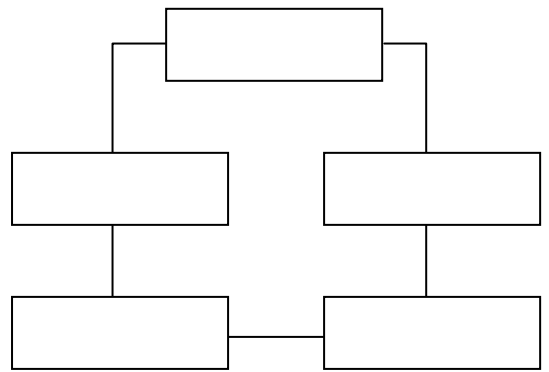
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المبحث الثاني متطلبات تطبيق إدارة المعرفة

Wong and Aspinwall (2004)

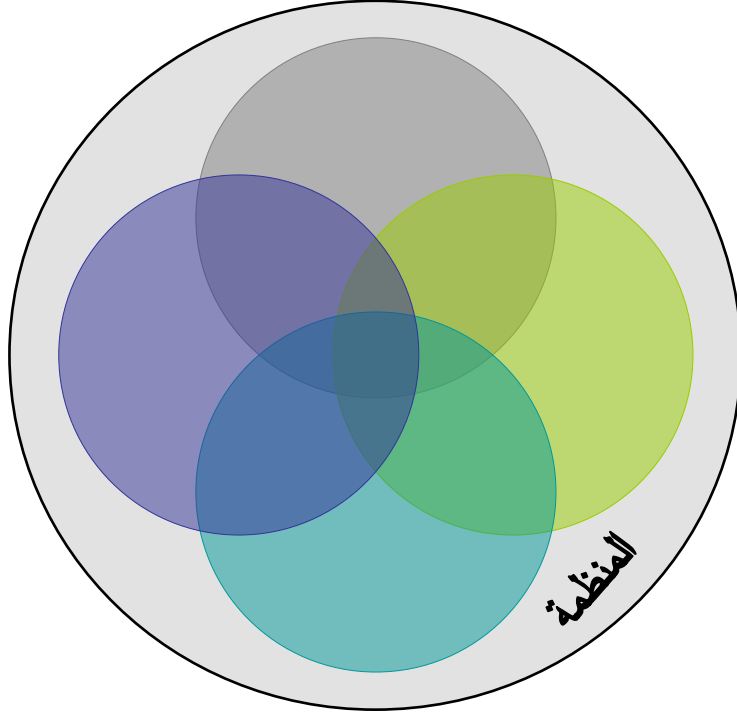
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Source: Leidner, D. et al (2006), *The Role of Culture in Knowledge Management: A Case Study of Two Global Firms*, International Journal of e-Collaboration, Vol. 2, No. 1, p.p. 17-40.

Leidner et al (2006)

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Bubois and Wilkerson (2008)

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Source: Dubois, N. and Wilkerson, T. (2008), *Knowledge Management: Background Paper for the Development of a Knowledge Management Strategy for Public Health in Canada*, National Collaborating Centre for Methods and Tools, p. 23.

De Brùn (2005)

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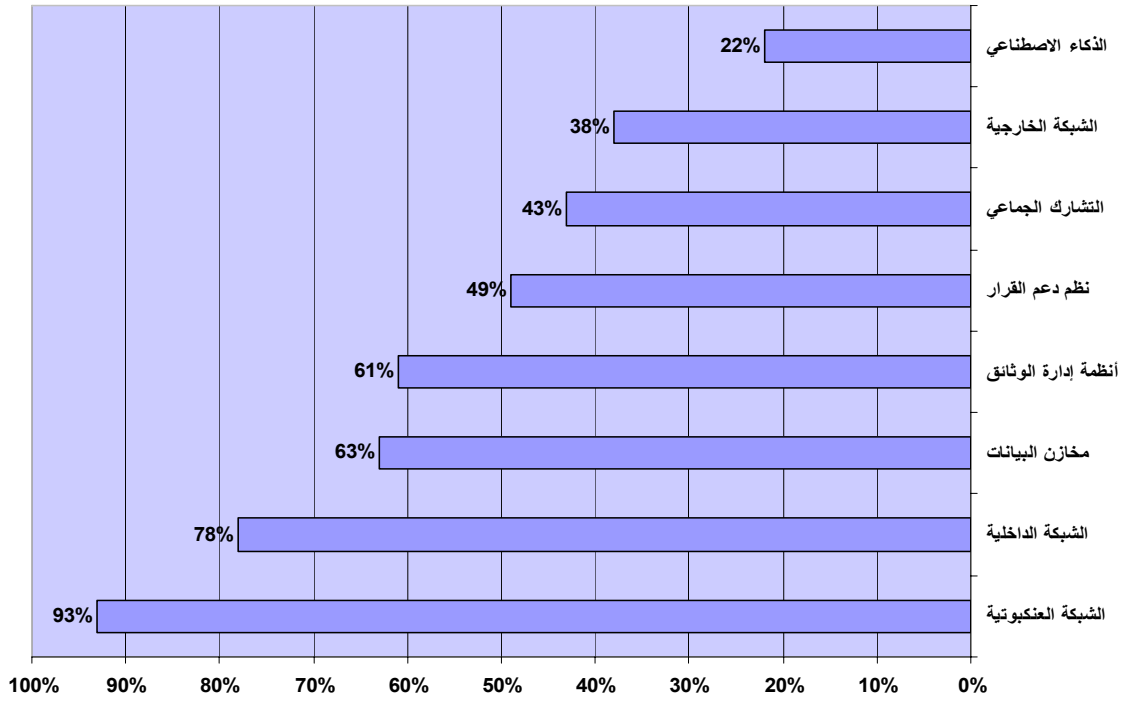
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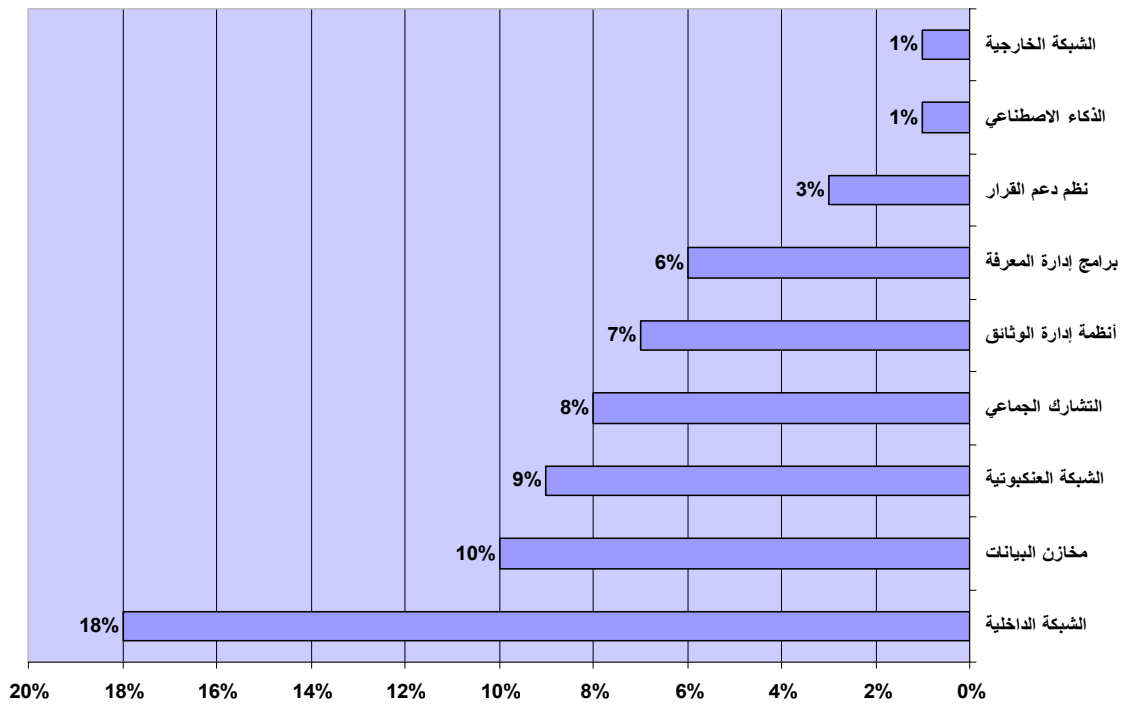
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Source: KPMG Consulting (2000), *Knowledge Management Research Report*, Netherlands, p16.

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Source: KPMG Consulting (2000), *Knowledge Management Research Report*, Netherlands, p17.

المبحث الثالث إدارة المعرفة والإستراتيجية

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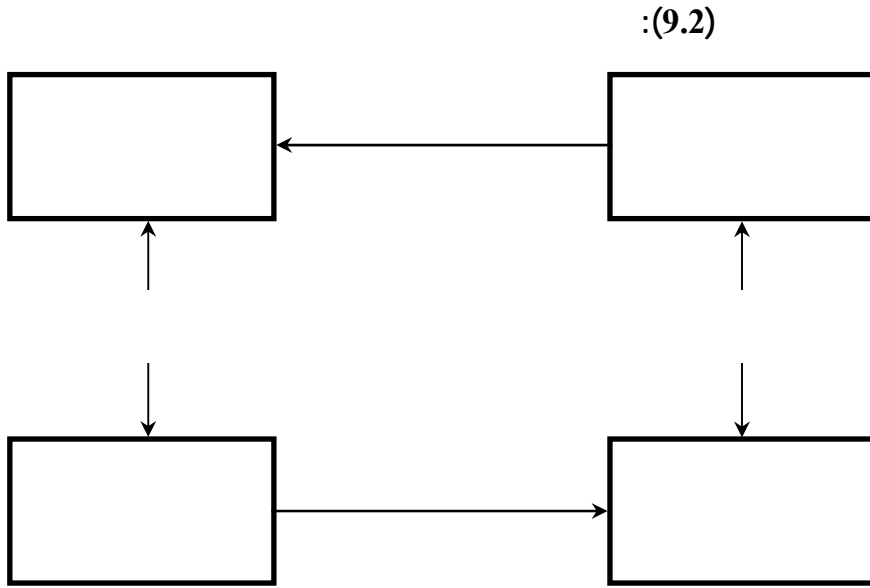
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Source: Tiwana, A. (1999), *The Knowledge Management Toolkit: Practical Techniques for Building a Knowledge Management System*, Prentice Hall PTR, 1st ed, p. 129.

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Carrillo et al (2003)

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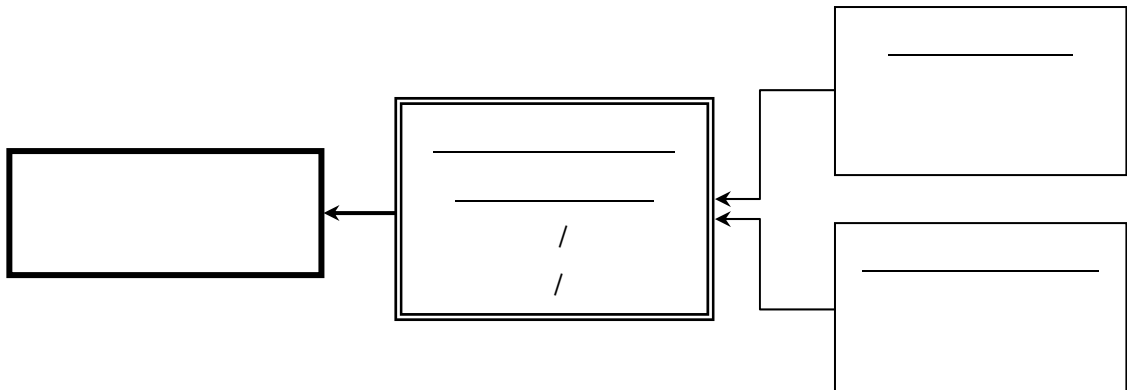
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Source: Greiner, M. et al (2007), *A strategy or knowledge management*, Journal of Knowledge Management, Vol. 11, No. 6, p. 6.

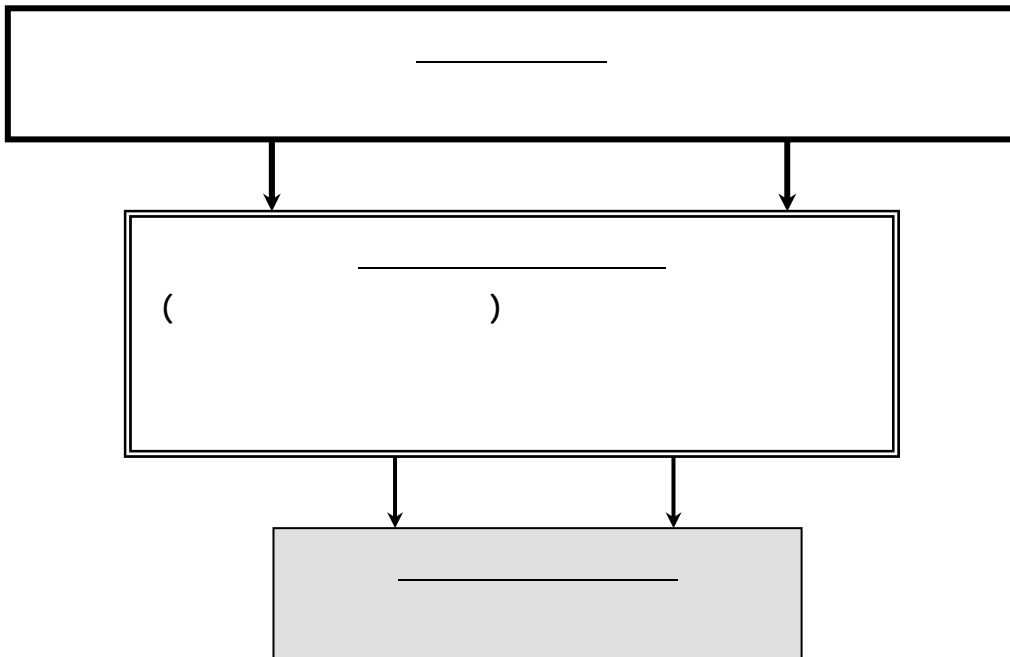
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Source: Haggie, K. and Kingston, J. (2003), *Choosing Your Knowledge Management Strategy*, Journal of Knowledge Management Practice, Vol. 4, [Electronic Version] Last access 18/10/2011, www.tlinc.com/jkmpv4.htm

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المبحث الرابع دور إدارة المعرفة في المؤسسات الحكومية

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(e-Government)

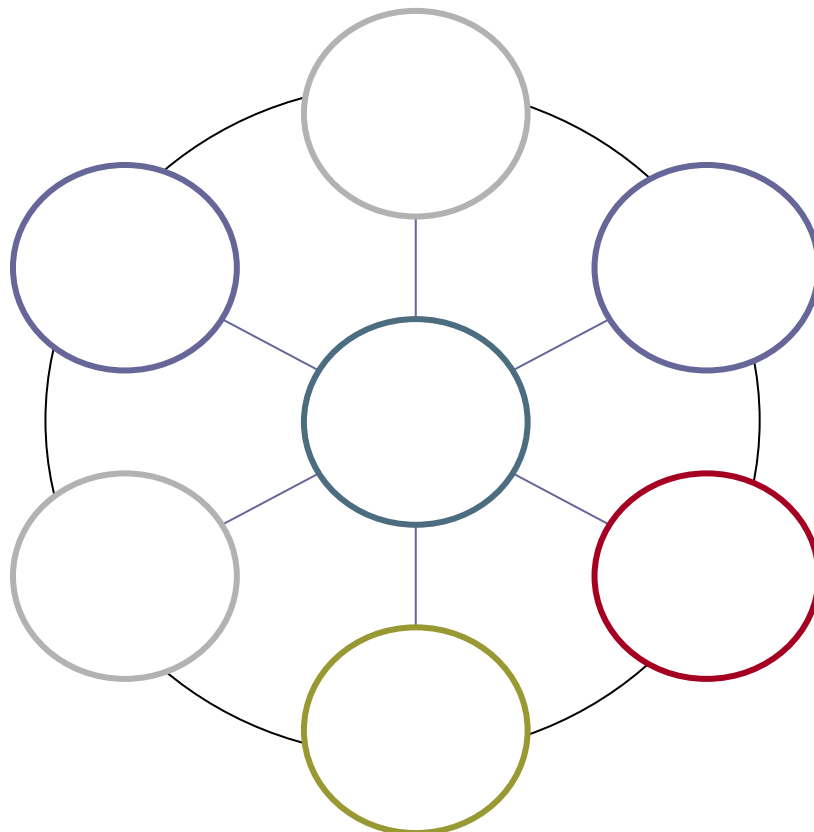
UNDESA (2003)

(2001)

:	Heeks
(e-Administration)	.1
(e- Citizens and e-Services)	.2
(e-Society)	.3

.(Heeks, 2001)

:(13.2)



Source: Arora, E. and Raosheb, Sh. (2011), *Knowledge Management In Public Sector*, Indian Journal of Commerce & Management Studies, Vol. 2, No. 1, p.p. 238-244.

:(11.2)

"		"			
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	2	8		•	
	10			•	
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				•	
				•	

(2009)

www.egovconcepts.com 2011/10/29

)

.(2004

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.5

(2009)

Verweire and Den Berghe (2004)

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 (2011)
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:(12.2)

.114 : : (2011) :

: (2009) •

(Stegerean and Gavrea, 2010)
(2009)

:(Effectiveness) .1

:(Efficiency) .2

:(Quality) .3

:(Timelines) .4

:(Productivity) .5

:(Safety) .6

Mitchell (2002)

:(Relevance) .1

:(Effectiveness) .2

:(Efficiency) .3

()
:(Financial Viability) .4

Cong and Pandya (2003)

:	.1
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Schwarz (2008)

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.(UNDESA, 2007)

(2007)

(32)

(14.2)

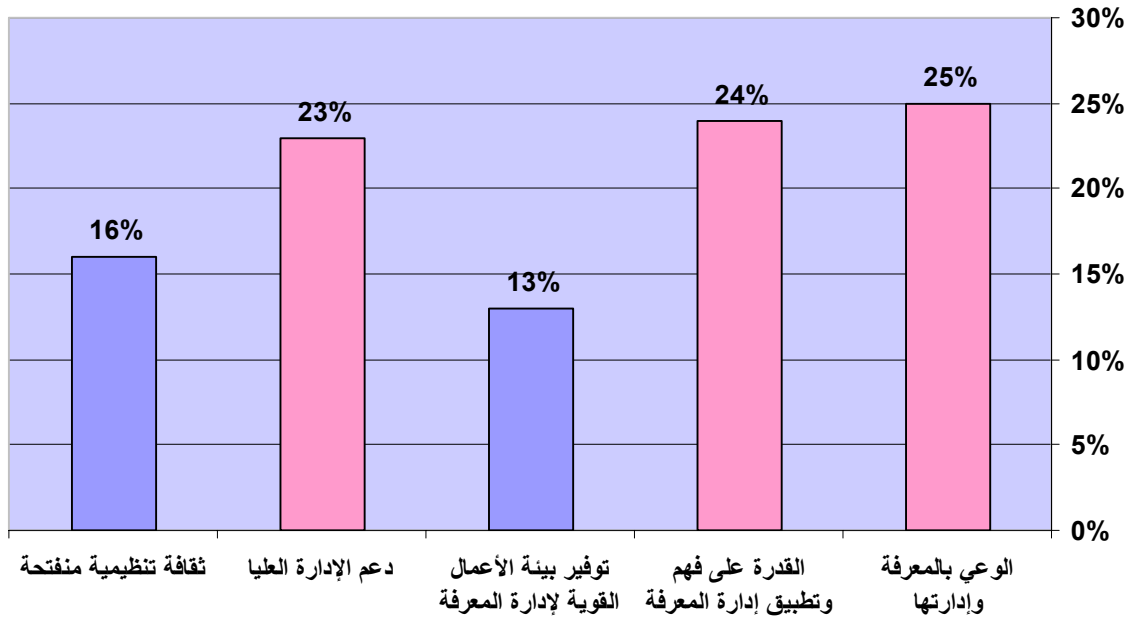
%25

%23

%24

.(Hui Yuen, 2007)

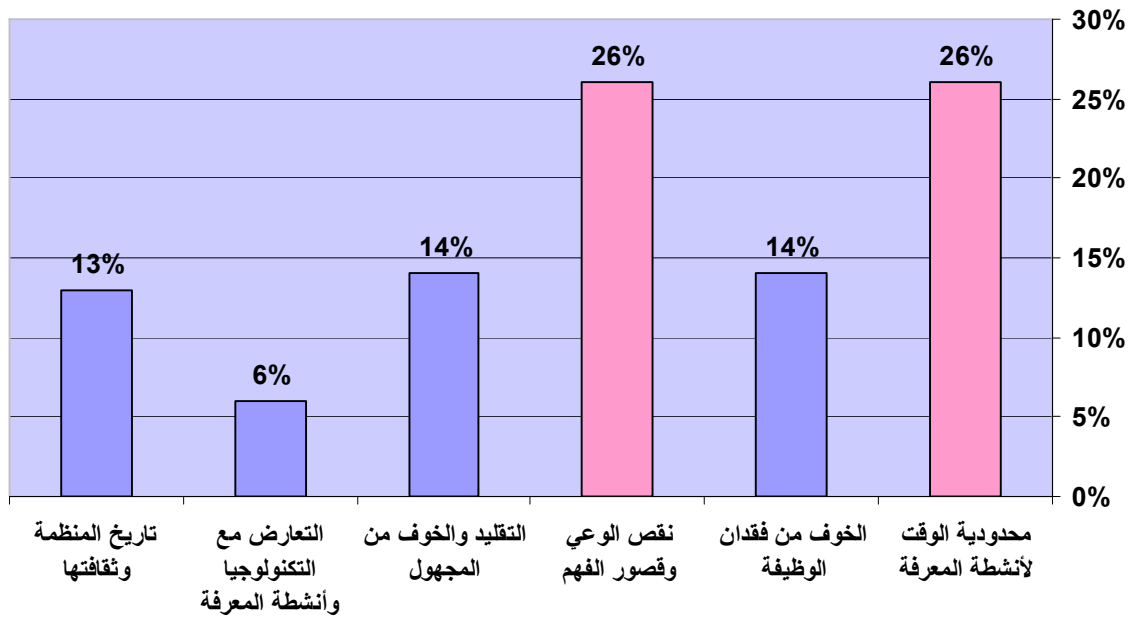
:(14.2)



Source: Hui Yuen, Y. (2007), Overview Of Knowledge Management In The Public Sector, 7th Global Forum on Reinventing Government: Building Trust in Government, Vienna, p. 3.

.(15.2)

:(15.2)



Source: Hui Yuen, Y. (2007), Overview Of Knowledge Management In The Public Sector, 7th Global Forum on Reinventing Government: Building Trust in Government, Vienna, p. 4.

1000

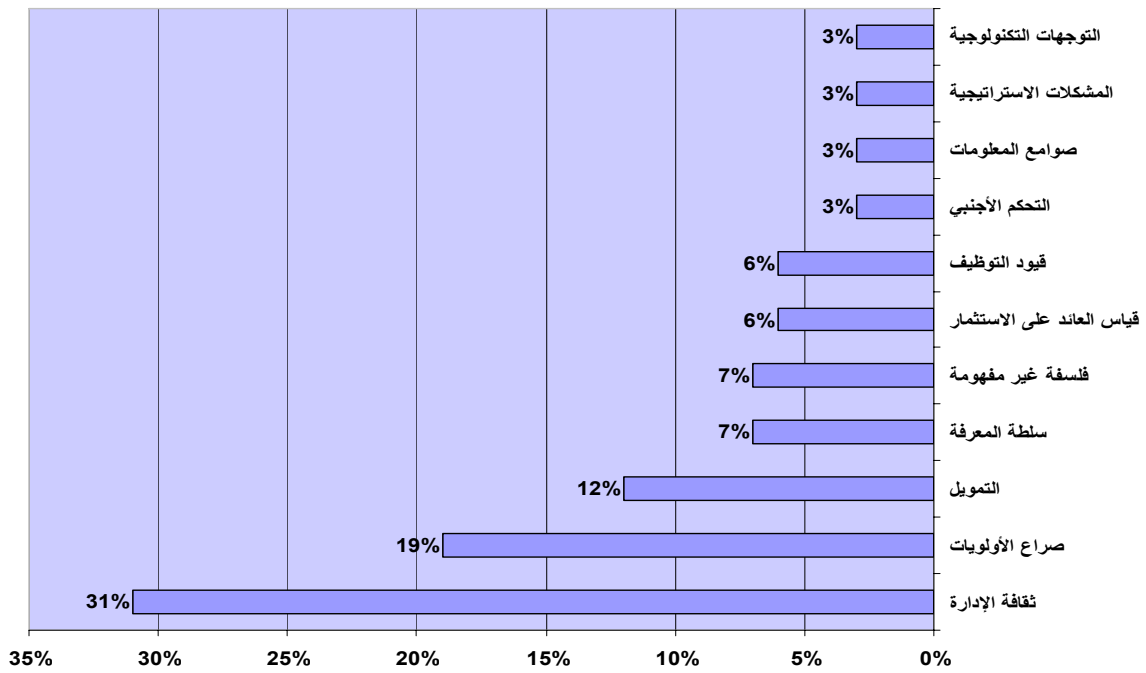
Zyngier (2002)

%31

%19

.(16.2)

:(16.2)



Source: Zyngier, S. (2002), *Knowledge Management Obstacles In Australia*, Paper presented at the 10th European Conference on Information Systems, Poland, p. 924.

KPMG Consulting (2000)

200

423

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.%50 .3

2007

2007

2009

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:(Sen, 2006 EGM, 2007 Nava, 2007 Herrmann, 2011

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الفصل الثالث

منهجية الدراسة

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(2004)

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_____. (2012)

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(46)

(44)

.%95.7

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(10) (10-1)

:Validity .4

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:() .1

(10)

– (2)

.(3)

(46)

(15)

: .2

:

"

"

"

"

(1.3)

$\alpha = 0.05$

:(1.3)

(Sig.)			
*0.000	.718		.1
*0.000	.848		.2
*0.000	.807		.3
*0.000	.823		.4
*0.000	.724		.5
*0.000	.730		.6
*0.000	.804		.7
*0.000	.645		.8
*0.000	.789		.9
*0.000	.733		.10
*0.000	.807		.11

.α =0.05

*

(2.3)

α = 0.05

:(2.3)

(Sig.)			
*0.000	.548		.1
*0.000	.669		.2
*0.000	.829		.3
*0.000	.850		.4
*0.000	.824		.5
*0.000	.851		.6

:(2.3)

(Sig.)			
*0.000	.716	.	.7
*0.000	.717	.	.8
*0.000	.660	.	.9
*0.000	.663	.	.10
*0.000	.739	.	.11

.α =0.05

*

" "

(3.3)

α = 0.05

" "

:(3.3)

(Sig.)			
*0.000	.598	.	.1
*0.000	.767	.	.2
*0.000	.631	.	.3
*0.000	.530	.	.4
*0.000	.775	.	.5
*0.000	.647	.	.6
*0.000	.542	.	.7
*0.000	.728	.	.8
*0.000	.805	.	.9
*0.000	.814	.	.10

:(3.3)

(Sig.)			
*0.000	.720		.11
*0.000	.826		.12
*0.000	.722		.13

.α =0.05

*

"

"

(4.3)

α=0.05

:(4.3)

(Sig.)			
*0.000	.618		.1
*0.003	.413		.2
*0.000	.624		.3
*0.000	.682		.4
*0.000	.547		.5
*0.000	.684		.6
*0.000	.646)	.7
		.(..	
*0.000	.707)	.8
		(...	
*0.000	.741		.9
*0.000	.672		.10
*0.000	.757		.11

:(4.3)

(Sig.)			
*0.000	.661	.	.12
*0.000	.757	.	.13
*0.000	.649	.	.14

.α =0.05

*

(5.3)

α= 0.05

:(5.3)

(Sig.)			
*0.000	.738	.	.1
*0.000	.820	.	.2
*0.000	.784	.	.3
*0.000	.746	.	.4
*0.000	.589	.	.5

.α =0.05

*

(6.3)

α=0.05

:(6.3)

(Sig.)			
*0.000	.733	(...)	.1
*0.000	.842	.	.2
*0.000	.810	(...)	.3
*0.000	.912	.	.4
*0.000	.785	.	.5

.α =0.05

*

" "

(7.3)

α=0.05

:(7.3)

(Sig.)			
*0.000	.723	.	.1
*0.000	.662	.	.2
*0.000	.852	.	.3
*0.000	.803	.	.4
*0.000	.659	.	.5

.α =0.05

*

(8.3)

α = 0.05

:(8.3)

(Sig.)			.
*0.000	.886		.1
*0.000	.850		.2
*0.000	.873		.3
*0.000	.796		.4
*0.000	.989		.5
*0.000	.978		.6
*0.000	.839		.7
*0.000	.900		.8
*0.000	.902		.9

.α = 0.05

*

:Reliability

.5

:Cronbach's Alpha Coefficient

.(9.3)

:(9.3)

*				.
0.981	0.963	49		.1
0.960	0.921	15		.2
0.986	0.972	64		.3

=

*

(9.3)
(0.963 0.921)

0.960) .(0.972)
 . (0.986) (0.981
 ()

:Normality Distribution Test

.6

Kolmogorov-Smirnov Test (K-S) -

.(10.3)

:(10.3)

(Sig.)		.
0.132		.1
0.140		.2
0.955		.3
0.930		.4
0.871		.5
0.764		.6
0.421		.7
0.584		.8
0.811		.9

(Sig.)

(10.3)

$\alpha = 0.05$

:

.7

1. النسب المئوية والتكرارات والمتوسط الحسابي: تستخدم هذه النسب بشكل أساسي لأغراض معرفة تكرار فئات متغير ما، وتفيد الباحث في وصف مجتمع الدراسة.

(Cronbach's Alpha) .2

(Pearson Correlation Coefficient) .3

(One Sample T-Test) T .4

(6)

(One Way Analysis of Variance - ANOVA) .5

Stepwise .6

الفصل الرابع

تحليل البيانات واختبار فرضيات الدراسة

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.SPSS

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2007

%20.5 (2012)

45

35

%48.5

35

25

45

%35.3

25

45

35

35

:(2.4)

%		
27.3	12	
59.1	26	
13.6	6	
-	-	
100.0	44	

%27.3

(2.4)

%13.6

%59.1

- %59.1

-

%42.6

(2012)

%44.1

%7.4

:(3.4)

%		
9.1	4	2
54.5	24	6 2
20.5	9	10 6
15.9	7	10
100.0	44	

10 6 %20.5 %9.1 (3.4) %54.5 2
 %54.5 10 %15.9
 6 2 - -

6 %36.4

2 %10.3 (2012) %16.2 6
 10 10 %73.5

:(4.4)

%		
-	-	() /
9.1	4	()
27.3	12	() /
22.7	10	() /
40.9	18	(...)
100.0	44	

) / % 22.7 () / %9.1 (4.4)
) %27.3 ()
 %40.9 ()
 %59.1 .(
 %40.9 ()

(4)

1998

(2012)

%58.8

%39.7

()

: .2

(One Sample T-test)

:" " .1

" " •

T

.(5.4)

(10)

(6)

"

"

(Sig.)

:(5.4)

	(Sig.)	T				
4	0.296	-0.54	58.64	5.86		.1
5	*0.041	-1.79	55.23	5.52		.2
8	*0.013	-2.29	53.18	5.32		.3
3	0.435	0.16	60.45	6.05		.4
5	*0.043	-1.76	55.23	5.52		.5
11	*0.000	-3.57	48.86	4.89		.6

	(Sig.)	T				
7	*0.050	-1.68	54.32	5.43		.7
10	*0.002	-3.02	49.77	4.98		.8
2	0.133	1.13	63.64	6.36		.9
1	*0.000	4.60	73.18	7.32		.10
9	*0.002	-3.07	51.59	5.16		.11
	0.077	-1.45	56.74	5.67		

.α = 0.05

*

(10) 7.32
 0.000 (Sig.) 4.60 T %73.18
 T %48.86 4.89
 0.000 (Sig.) -3.57

0.077	(Sig.)	5.67	-1.45	T	%56.74	-
	$\alpha = 0.05$			"	"	
						-
		(2009)				-
			%57.76			
		Leidner et al (2006)				-
						-
		(2004)				
				"	"	•
					T	
	(6.4)				(10)	(6)

(Sig.)

:(6.4)

	(Sig.)	T				
11	*0.000	-4.07	45.91	4.59		.1
6	*0.017	-2.20	53.18	5.32		.2
5	0.056	-1.62	54.09	5.41		.3
1	0.500	0.00	60.00	6.00		.4
4	*0.050	-1.68	55.00	5.50		.5
3	0.167	-0.98	56.59	5.66		.6
2	0.468	-0.08	59.77	5.98		.7
10	*0.000	-3.78	46.14	4.61		.8
9	*0.002	-3.00	50.00	5.00		.9
8	*0.001	-3.24	50.68	5.07		.10
6	*0.015	-2.25	53.18	5.32		.11
	*0.003	-2.89	53.14	5.31		

.α = 0.05

*

0.003 (Sig.) 5.31 : (6.4) -
 $\alpha = 0.05$ -2.89 T %53.14 -
 " "

Singh (2008) -

(2005) -

.(7.4)

" " T •
 (10) (6)

(Sig.)

:(7.4)

	(Sig.)	T				
1	*0.009	2.44	65.68	6.57		.1
6	0.132	-1.13	57.05	5.70		.2
4	0.158	-1.01	57.27	5.73		.3
2	0.341	0.41	60.91	6.09		.4
13	*0.000	-5.39	40.68	4.07		.5
8	*0.009	-2.44	52.27	5.23		.6
4	0.149	-1.05	57.27	5.73		.7
3	0.279	-0.59	58.18	5.82		.8
7	*0.024	-2.04	53.18	5.32		.9
10	*0.001	-3.38	49.09	4.91		.10
9	*0.005	-2.67	50.23	5.02		.11
11	*0.000	-4.34	47.27	4.73		.12
12	*0.000	-6.10	42.27	4.23		.13
	*0.003	-2.89	53.14	5.31		

.α = 0.05

*

0.009 (Sig.) (10) 2.44 T (7.4) 6.57 %65.68

(6.4) (11)

0.000 (Sig.) 4.07 -5.39 T %40.68

-3.26 5.32 T %53.18 0.001 (Sig.) $\alpha = 0.05$

(2011)

-

%69.35

(2009)

-

"

"

•

T

.(8.4)

(10)

(6)

"

"

(Sig.)

:(8.4)

	(Sig.)	T				
8	0.337	0.42	61.36	6.14		.1
10	0.295	-0.54	58.41	5.84		.2
12	*0.002	-3.11	48.64	4.86		.3
1	*0.001	3.35	70.68	7.07		.4
4	0.098	1.31	65.23	6.52		.5
2	*0.019	2.13	67.95	6.80		.6

	(Sig.)	T				
6	0.187	0.90	62.73	6.27)	.7
3	*0.007	2.56	67.73	6.77)	.8
11	0.131	-1.14	56.36	5.64		.9
5	0.090	1.36	64.09	6.41		.10
9	0.410	0.23	60.68	6.07		.11
7	0.217	0.79	62.50	6.25		.12
13	*0.000	-4.42	44.77	4.48		.13
14	*0.000	-6.14	42.27	4.23		.14
	0.413	-0.22	59.53	5.95		

.α = 0.05

*

:(8.4)

7.07

T

%70.68

0.001

(Sig.)

(10

3.35

"				"		4.86
				"		-
%42.27	0.000	(Sig.)	4.23	"	-6.14	T
			5.95			-
(Sig.)		-0.22	T		%59.53	
		"		"		0.413
						$\alpha=0.05$
						-

(2011)

-

(2009)

(2008)

(2007)

-

(2005)

Syed-Ikhsan and Rowland (2004)

	(Sig.)	T		(Sig.)		(9.4)
2	0.077	-1.45	56.74	5.67		.1
4	*0.003	-2.89	53.14	5.31		.2
3	*0.001	-3.26	53.18	5.32		.3
1	0.413	-0.22	59.53	5.95		.4
	*0.015	-2.26	55.78	5.58		

.α = 0.05

*

(10) 5.58
 (Sig.) -2.26 T %55.78
 " " 0.015
 .()

(9.4)

%59.53

(8.4)

Girard and McIntyre (2010)

(2009)

(2008)

Leidner et al (2006)

(2005)

Syed-Ikhsan and Rowland (2004)

:" " .2

" " •

T

.(10.4)

(10)

(6)

"

"

(Sig.)

:(10.4)

	(Sig.)	T				
3	*0.000	-4.65	46.14	4.61		.1
2	*0.003	-2.95	51.14	5.11		.2
1	0.148	-1.06	56.14	5.61		.3
5	*0.000	-8.52	34.55	3.45		.4
4	*0.000	-5.76	40.91	4.09		.5
	*0.000	-4.00	51.23	5.12		

.α = 0.05

*

: (10.4)

T

%51.23

5.12

-

"

"

0.000

(Sig.)

-4.00

α = 0.05

(2010)

%61

(2010)

(2009)

(2004)

.(11.4)

(10)

(6)

(Sig.)

:(11.4)

	(Sig.)	T				
1	0.464	-0.09	59.77	5.98	(...)	.1

	(Sig.)	T			(Sig.)	(11.4)
4	0.093	-1.35	56.36	5.64		.2
3	0.183	-0.92	57.05	5.70)	.3
5	*0.016	-2.21	52.95	5.30	(...	.4
2	0.170	-0.97	57.27	5.73		.5
	0.085	-1.40	56.68	5.67		

.α = 0.05

*

: (11.4)

%56.68

5.67

-

"

0.085 (Sig.)

-1.40 T

α = 0.05

"

-

Fotopoulos and Psomas (2010)

-

Jime'nez-Jime'nez and Marti'nez-Costa (2009)

" " •
T
.(12.4) (10) (6)
" " (Sig.) :(12.4)

	(Sig.)	T				
3	*0.000	-4.44	47.50	4.75		.1
1	0.376	-0.32	59.32	5.93		.2
2	*0.005	-2.73	52.05	5.20		.3
4	*0.000	-4.77	44.55	4.45		.4
5	*0.000	-8.57	35.00	3.50		.5
	*0.000	-5.89	47.68	4.77		

.α = 0.05

*

: (12.4)
%47.68 4.77 -
0.000 (Sig.) -5.89 T
α = 0.05 " "

(2010)

Ho (2010)

.(13.4)

(10)

(6)

(Sig.)

:(13.4)

	(Sig.)	T				
2	*0.000	-4.00	51.23	5.12		.1
1	0.085	-1.40	56.68	5.67		.2
3	*0.000	-5.89	47.68	4.77		.3
	*0.000	-4.84	50.05	5.00		

.α = 0.05

*

(13.4)

(10

) 5.00

(Sig.)

-4.84

T

%50.05

0.000

:(2012)

○

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○

: .3

: _____ •

0.05

:(14.4)

(Sig.)			.
*0.000	.715	0.05	.1
*0.000	.671	0.05	.2
*0.000	.777	0.05	.3
*0.000	.656	0.05	.4
*0.000	.829	0.05	

.α = 0.05

*

: (14.4)

(14.4) -

(.Sig) .829

α= 0.05

0.000

.(α =0.05)

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(2011)

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(2011)

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Kasim (2010)

-

(2008)

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(2007)

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(2004)

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:(14.4)

.1

0.000 (.Sig)

.715

$\alpha=0.05$

.($\alpha =0.05$)

-

-

.2

0.000 (.Sig)

.671

$\alpha=0.05$

.($\alpha =0.05$)

-

-

()

.
0.000 (.Sig) .777 .3
 $\alpha=0.05$
.($\alpha=0.05$)
-

.
0.000 (.Sig) .656 .4
 $\alpha=0.05$
.($\alpha=0.05$)
-

Stepwise

:

Stepwise

.1

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-

.()

()

.2

Stepwise

%65.5

0.655

.3

-

-

%35.5

()

:(15.4)

Sig.	T				
0.499	0.682		0.524	0.358	
0.000	4.458	0.541	0.119	0.532	
0.006	2.888	0.350	0.111	0.320	

:

()0.320 + ()0.532 + 0.358 =

-

.0.532 ()

-

.0.320 ()

_____:

0.05

)

.(

" - "

(3)

" - " : (16.4)

0.075	0.505		
0.928	0.607	(Sig.)	
2.561	1.993		
0.090	0.149	(Sig.)	
0.371	0.178		
0.774	0.911	(Sig.)	
0.518	0.160		
0.672	0.923	(Sig.)	

:

(16.4)

" - "

(Sig.)

$\alpha \leq 0.05$

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(2011)

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الفصل الخامس

النتائج والتوصيات

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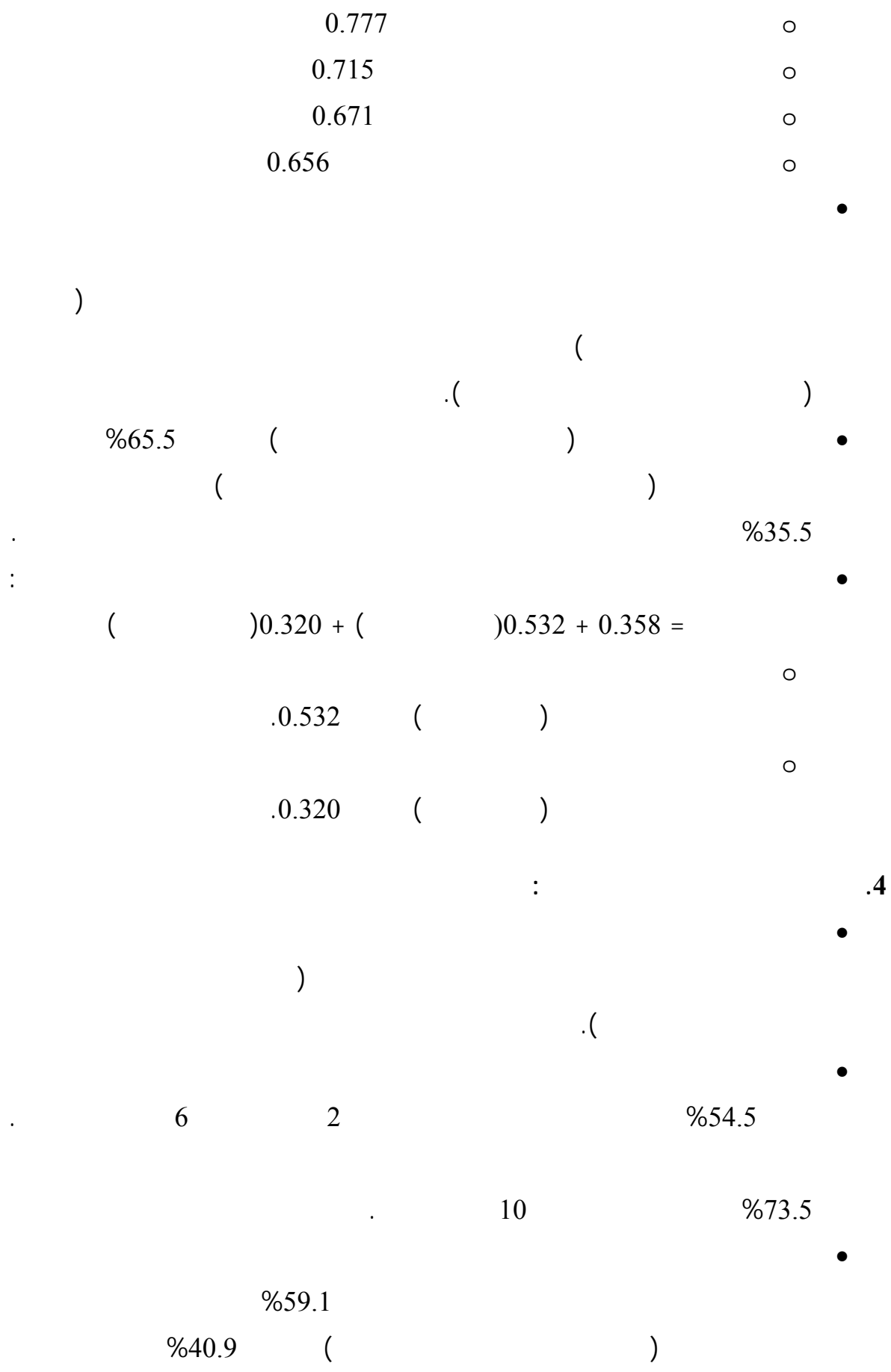
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كلية التجارة

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لمن يهمه الأمر

الموضوع: تسهيل مهمة الباحث/ عبدالله وليد المدلل

تهديكم كلية التجارة بالجامعة الإسلامية تحياتها، وترجو التكرم بمساعدة الباحث/ عبدالله وليد المدلل، ويحمل رقم جامعي (120090505)، والملتحق في برنامج ماجستير إدارة الأعمال في توزيع الاستبيانات وكذلك الحصول على المعلومات التي تساعد في عمل رسالة الماجستير بعنوان:

(تطبيق إدارة المعرفة في المؤسسات الحكومية الفلسطينية وأثرها على مستوى الأداء).

وفي ذلك خدمة للبحث العلمي.

وتقبلوا فائق الاحترام والتقدير،،،

عميد كلية التجارة

أ.د. ماجد محمد الفراء



صورة إلى:

*الملف.