

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



دور اللامركزية في فاعلية إدارة الصراع التنظيمي في وزارات السلطة الوطنية الفلسطينية- قطاع غزة

إعداد الطالب

أيمن عبد القادر عبد الرحيم راضي

إشراف الدكتور

يوسف عبد عطية بحر

(رمضان/1431 هـ - سبتمبر/2010م)

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

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(46 :)

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(38 :)

صدق الله العظيم

ملخص الدراسة

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Abstract

The study aimed at identifying the role of decentralization in the Ministries of the National Palestinian Authority in the Gaza Strip in managing the positive organization conflict represented in achieving the following aspects, creating administrative leaders, effectiveness of organizational chart, figuring out new and effective communication methods, infusing innovation and creativity in the staff and increasing productivity. The descriptive analytical methodology and proper statistical methods have been used for data processing and analysis.

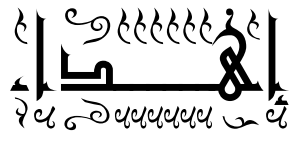
The study was randomly applied on a stratified sample of supervisory posts comprising 333 male and female staff members.

The study came out with the following results:

1. Existence of a strong positive relationship between the managerial decentralization and the aspects of the organizational conflict.
2. The study showed that managerial decentralization system is not applied in the Ministries of the National Palestinian Authority in Gaza, and that these Ministries do not adhere to decentralization principles and rules as it tends to centralize all decisions and do not have the aptitude to delegate the authorities to lower managerial levels.
3. The Ministries' higher management do not utilize the positive organizational conflict appropriately, so that, positive findings were not achieved.

Based on the findings of the study, the following are strongly recommended:

1. Ministries' higher management should be convinced of the importance of managerial decentralization principle and authorities' delegation since it is considered a basic strategy in reforming PA Ministries.
2. Reinforcing decentralization in PA Ministries since it has a vital role in creating new leaders, increasing the effectiveness of the organizational chart, figuring out new and effective communication methods, infusing innovation and creativity in the staff, making quick managerial decisions and increasing productivity in PA Ministries.
3. The higher management should realize the advantages of the best utilization of organizational conflict and managing it wisely. It also should raise managers' awareness regarding the positive results of organizational conflict.



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شكر و عرفان

الحمد لله ذي الجلال والإكرام، والصلاة والسلام على خير الأنام، الحمد لله الذي هدانا ووقفنا بتوفيقه،
والصلاة والسلام على أشرف الأنبياء والمرسلين.

وامثالاً لقول النبي محمد صلى الله عليه وسلم: "من لا يشكر الناس لا يشكر الله" مرواه الترمذي، فإنه
يطيب لي أن أقدم بوافر الشكر والعرفان لكل من له فضل عليّ بعد الله سبحانه، سواء قدم لي نصيحةً،
أو مساعدة لإتمام هذه الرسالة، وأخص بالذكر

• أستاذي الفاضل الدكتور يوسف عبد عطية بجر الذي تفضل بالإشراف على رسالتي حيث بفضل الله
تعالى ثم بفضل جهده المتواصل، وتوجيهاته السديدة ومرحابة صدره أثناء فترة البحث ثم إنجانر هذا
العمل فله مني خالص الوفاء والتقدير.

• كما أتوجه بالشكر والتقدير للأستاذ الدكتور الفاضل / ماجد محمد الفرا
والدكتور الفاضل / سامي علي أبو الروس لتفضلهما بقبول مناقشة رسالتي.

• الإخوة المحكمين الذين ما مجلوا عليّ بتوجيهاتهم وآرائهم الرشيدة في تحكيم أداة
الدراسة (الاستبانة).

• كما أتقدم بوافر امتناني لزملائي الذين وقفوا إلى جانبي وقد موالي المساعدة والتوجيه وإمدادي بالمعلومات
التي احتجت لها في بحثي.

• وختاماً فإن ما كان في رسالتي من صواب فتتوفيق الله والحمد لله أولاً وأخيراً أو ما كان من خطأ
وتقصان فمن نفسي ومن الشيطان واستغفر الله من ذلك والحمد لله رب العالمين والصلاة والسلام
على خير المعلمين.

الباحث

أمين عبد القادر عبد الرحيم مراضي

قائمة المحتويات

الصفحة	الموضوع
1	الفصل الأول: الإطار العام للدراسة
2	:
4	:
5	:
5	:
6	:
7	:
8	الفصل الثاني: الإطار النظري للدراسة
9	
11	: 2.1
11	
12	
13	
14	
11	
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17	
18	
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الصفحة	الموضوع
24	2.2 :
24	
25	
26	
28	
34	
40	
46	
51	:
51	
52	
52	
53	
55	
57	الفصل الثالث: الدراسات السابقة
58	
58	:
70	:
81	:
85	:
86	:
88	الفصل الرابع: الإطار العملي للدراسة
89	
89	
91	
96	
97	
108	
109	الفصل الخامس: نتائج الدراسة الميدانية وتفسيرها
110	:
111	:
149	:

164	الفصل السادس: النتائج والتوصيات
165	:
168	:
170	:
	المراجع
171	:
173	:
175	:
175	:
176	:
178	الملاحق
179	(1)
180	(2)

قائمة الجداول

الصفحة	عنوان الجدول	رقم الجدول
28		1
32		2
39		3
51		4
91		5
92		6
92		7
93		8
94		9
94		10
95		11
95		12
97		13
99	:	14
100	: / ()	15
101	() : /	16
102	: / ()	17
103	: /	18
104	: / ()	19
105	: / ()	20
106		21
107	()	22
107	()	23

الصفحة	عنوان الجدول	رقم الجدول
110	(One-Sample Kolmogorov-Smirnov)	24
111	()	25
118	(())	26
124	()) (27
129	()) (28
134) (29
139	(())	30
143	(())	31
148	())	32
149		33
150		34
151		35
152		36
153		37
154		38
156	(One Way ANOVA)	39
157		40
158	(One Way ANOVA)	41
158		42

159	(One Way ANOVA)	42
160	(One Way ANOVA)	43
161		44
162	t	45
163	t	46

قائمة الأشكال

الصفحة	عنوان الشكل	رقم الشكل
38		1
48		2

قائمة الملاحق

الصفحة	البند
197	(1)
180	() (2)

الفصل الأول

الإطار العام للدراسة



(2004 :175)

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(1995 :309)

.(2008) .

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.(2005

. () :2006 27.

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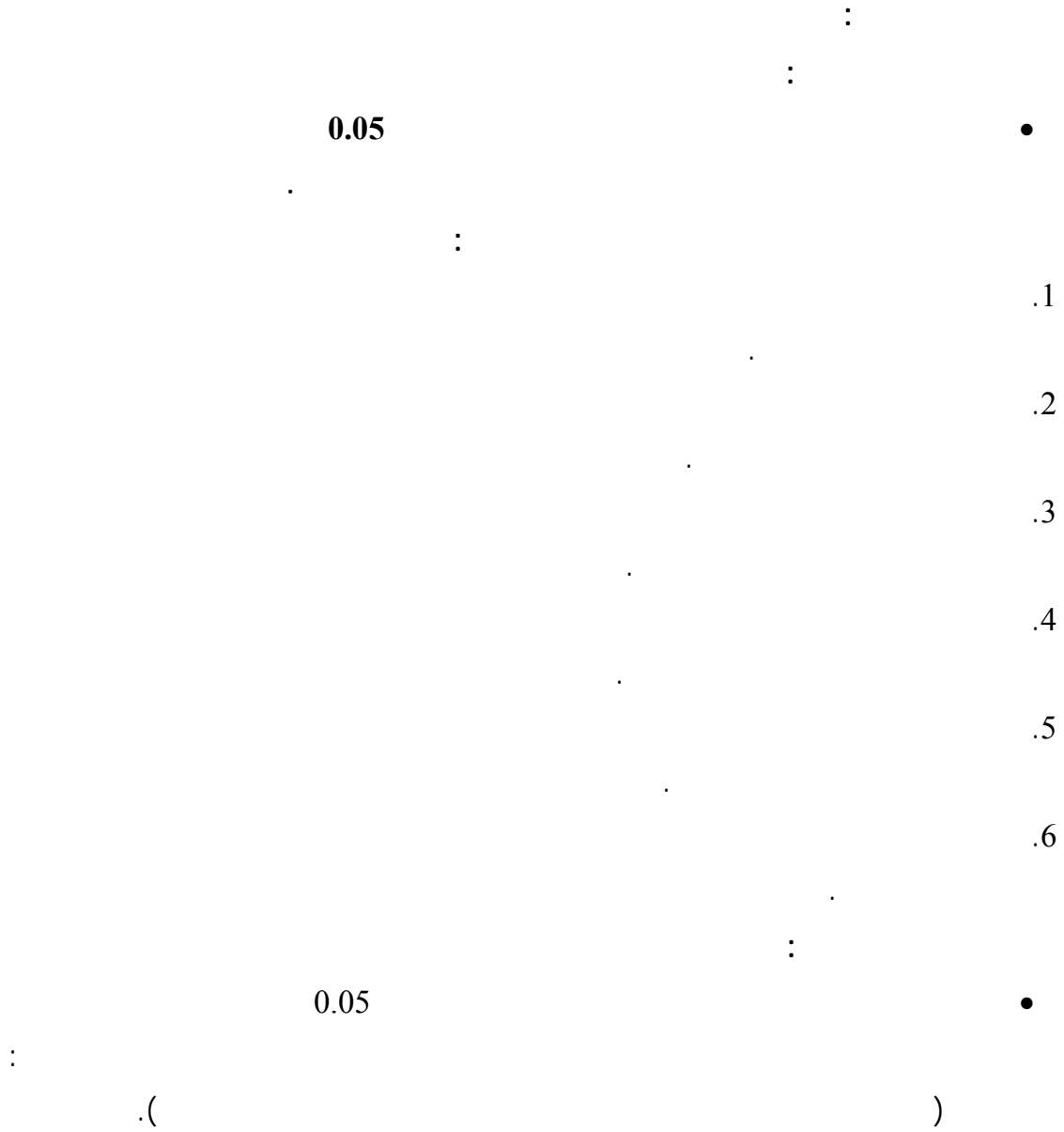
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ثانياً: مشكلة الدراسة

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ثالثاً: فرضيات الدراسة:



متغيرات الدراسة:

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: أهداف الدراسة:

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: أهمية الدراسة

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الفصل الثاني

الإطار النظري للدراسة

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الفصل الثاني الإطار النظري

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.(393 :2006

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(General Motors)

1920

(Decentralized Management)

.(191 :2004)

"

"

Governance

" "

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) " (2006 :27).

المبحث الأول:

بينما يتناول المبحث الثاني:

ويتناول المبحث الثالث:

المبحث الأول اللامركزية

:

Bureaucratic

(2003 :231)

(Max Weber)

(2003 :232)

(2001 :23)

(2006)

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: .2

: .3

: .4

: .5

: .6

.(233 :2003)

: .7

: .8

: .9

.(83 :2003)

: -2

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.(235 :2003)

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-3

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.(238 :2003)

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-4

"

.(85 :1996) "

"

.(Bateman & Snell, 2007: p269) "

"

.(68 :2004) "

" (Decentralization) (54: 2005)

"

"

.(145 :2004) "

"

.(114 :2001) "

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.(Dessler, 2002:p169)

(...)

GM

GM

.(Bartol & Martin, 1998: p269)

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.(Bartol&Martin, 1998: p269)

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.(82: 2007)

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.(69 2006)

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:2006) : .8

.(179 .9

(153: :2006) : .10

(176 :2001) : .11

.(166 :2005)

: **-6**

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.(25 :2010) : .2

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.(81 :2007)

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.(147 :2004) :

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75

63

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.(9 :2000)

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.(39 :2003) .

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(81 :2007) .

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(81 :2007) .

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.(393 :2006) .

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(174 :2001)	.7
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(۲۰۰۱ : ۱۰۳)

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-13

(۲۰۱۰ : ۳۳)

المبحث الثاني الصراع التنظيمي

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(2004 :175) .

(2005 :40) .

(2004 :1) .

Anderson and King (1991)

" "

(1995 :526) .

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-2

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(Conflict)

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.(363 : 2004)

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"

(Fred Luthans)

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"

Boulding

.(363 : 2004) ."

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Kelly

.(372 :2007) "

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Stoner and Freeman

:2007) ."

.(372

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"

.(Robbins, 2001: p.243)

" :

Rahim, 2001:) "

.(p.118

:

-3

.(374 :2007)

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.(374 :2007)

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(2005 : 43) .

) 2007 :

(375 .

() :

" "

(2003 : 243) .

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(1)

وجهات النظر إلى الصراع في المدارس الإدارية المختلفة

الاتجاهات الحديثة	المدرسة السلوكية	المدرسة التقليدية	بيان
/	/	/	طبيعة الصراع
			أسباب الصراع
/	/		خصائص الصراع
			أطراف الصراع
			نتائج الصراع
			رد فعل الإدارة
			طريقة المواجهة
			دور الإدارة

4 20

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" (1998)

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.209

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() 2004 367):

() (Intra-Personal Conflict):

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(Johnson, & Scolly,2001: P. 49).

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() 1998 :199)

جـ :

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.(367 :2004

بـ :

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(248 :2003)

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.(368 :2004)

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.(273 :2000)

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.(368 :2004)

.(368 :2004)

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.(427

(2004 :178)

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(...)

(2000 :181)

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(2000 :284)

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(2000 :284)

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(2007 :

(268

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(2004 :368)

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...(149 :2002)

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.(374 : 2004)

.(229 : 2000)

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:(264 : 2003)

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.(480 :2004)

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.(298 :2005)

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.(218 :1994)

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.(251 :2003)

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.(252

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.(264 :2007

. : .5

.(490 :2004)

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.(492 :2004)

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.(493 :2004)

:(219 :1994)

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(480 :2004
: .2

.(480 :2004)

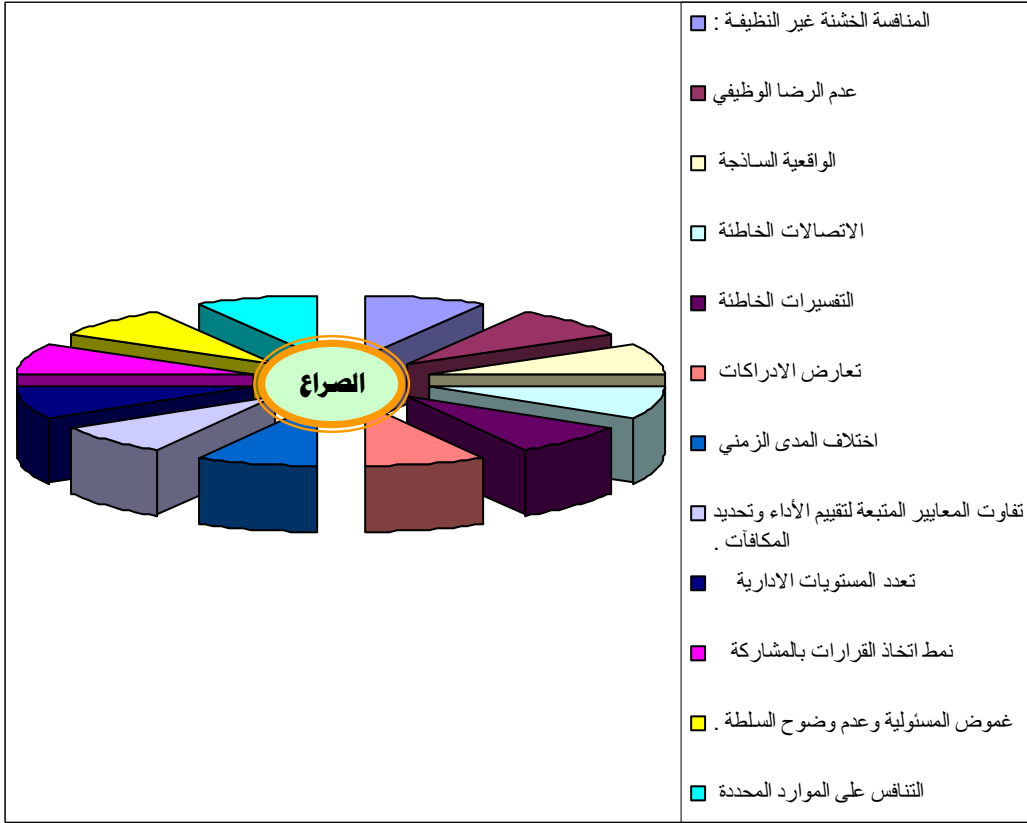
: .3

.(481 :2004)
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2008.

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أسباب الصراعات التنظيمية

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	.26		.25
	.28		.27
	.30		.29
	.32		.31
	.34		.33
	.36		.35
	.38		.37
	.40		.39
	.42		.41
			.43

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" (2006)

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(378 :2004)

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.(197 : 2003)

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(379 : 2004

(22 :2009)

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(32 : 1993)

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(230 : 2000)

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. (118 : 2006)
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. (94 : 1994)

. (119 : 2006)
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. (484 : 2004)

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.9
. (40 : 2000)

(379 :2004) .

(Johns, 1987: P.

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.445)

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(496 :2004)

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.(484 :2004) .

.(379 :2004)

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.(497 :2004)

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.(498 :2004) .5

.(498 :2004) .6

.(380 : 2004)

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(6

.(154 :2002)

.(381 :2004)

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(382 :2004)

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.(382 :2004)		.4
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.(288 :2002)		.6
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	.(289 :2002	
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:	Hodage&Anthony	
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:(Hodje and Anthony, 1979: P. 325) .

" : **Mary Parker Follet**

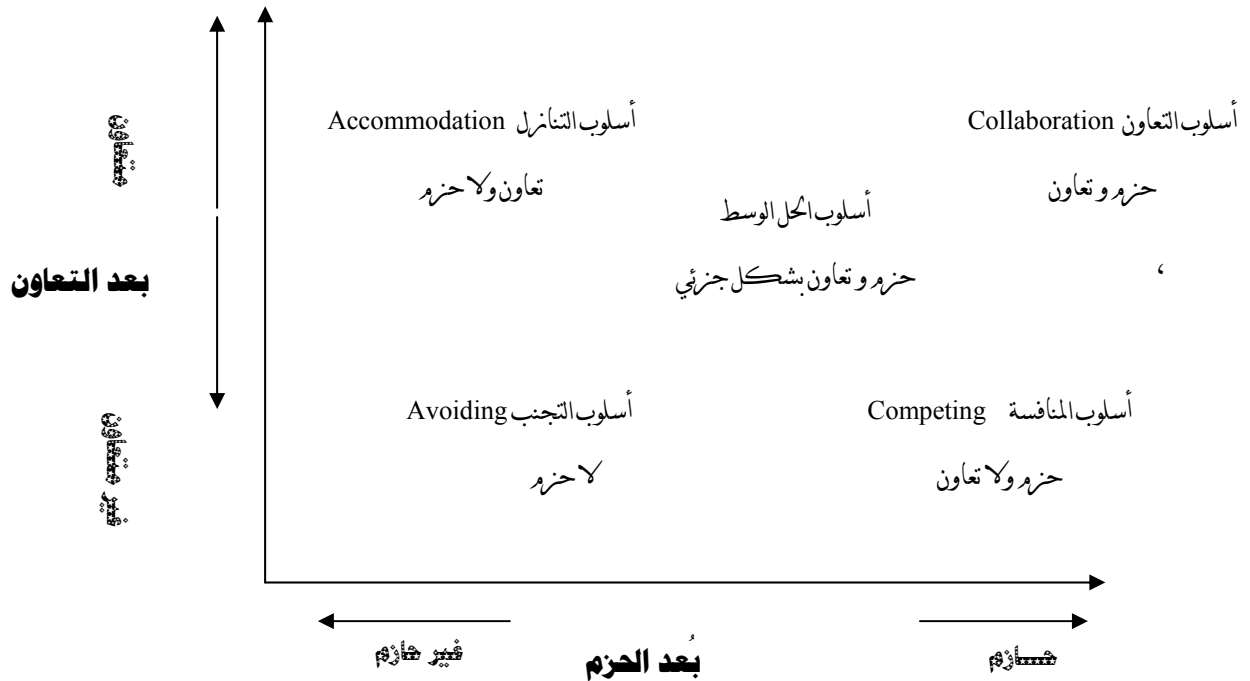
Thomas&Kilmann ()

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.(385 :2004) :

(2)



2004

: .385

Avoidance Strategy : :

(:2004 502) .

Compromise Strategy : :

(:2003 259) :

: -أ

: -ب

Forcing Strategy : :

(:2004 187) .

Strategy «Accommodation :

.(187 :2004)

Collaboration Strategy :

(Frontation and problemsolving)

.(44 : 2005)

.(44 : 2005)

.(531 : 1995)

.(44 : 2005) (Win-Win Philosophy) ()

.(211 : 1998)

المبحث الثالث
نبذة عن وزارات السلطة الوطنية الفلسطينية

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1994

1993 /

(2004 : 81)

1994/5/19 5

1994/5/19

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(176 : 2003

2006 1994

2006

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1994

.(89 :2004)

2009

(49194)

(30870)

(80064)

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.(176 :2003

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.(56 :2004)

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 .(124 2004
 (54 :2002) -9
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1997

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2002/6/23

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2003

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.(57 :2006

.(58 :2006)

2004

2004/3/2

2004/11/21

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.(122 2004

.(58 :2006)

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(2008 :86)

1997

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.(2001 :

الفصل الثالث

الدراسات السابقة

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أولاً: الدراسات المحلية

1. " (2006) :

33

(36)

(73)

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23

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" : (2006)

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(3363)

(620)

SPSS

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(124)

153

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(263)

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360

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(362)

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ثانياً: الدراسات العربية

1. (2008):

(483)

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(423)

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" : (2007)

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32

218

(250)

(SPSS)

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(210)

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ثالثاً: الدراسات الأجنبية

: (Wilmar ,2009) .1

"Policy making and implementation in decentralizing Indonesia: Poverty reduction strategy from 'above' and 'below'"

:)
(" " " "

2001

126

: (Alinio, 2008) .2

'Philippine Local Government Officials Perceptions of Decentralization and Its Effects on Local Governments' Administrative Capabilities.

(78)

(56)

(60)

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1991 7160

(

: (Chandrannuj ,2004) .3

"Municipal government, social capital, and decentralization
in Thailand"

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23 (552)
(SPSS) (487)

: (Muta, 2000) .4
"Deregulation and decentralization of education in Japan",
()

: (McGriff, 1993) .5
Decentralization: lessons from the Detroit public
Schools"
(" " :)

1971/1/1

1973

2:1

1981/9/15

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11

Arthur Jefferson

:

: (Stinnette, 1993)

.6

"Decentralization :Why,How,and Toward What Ends ?

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(2007) (2008) (2004) (2006
(2003) (2003) (2003)
(1995) (2002) (2002)
Alinio,) (Wilmar,2009) (1991) (1994)
(Mcgriff, 1993) (Chandrannuj, 2004) (2008
(Muta, 2000) (Stinnette, 1993)

(2006) (2006)

(2008)
(2008)

(1992) (1993) (2006)

) (2010)
(2009) (2009)
(2008)
(2006)
(2000)
(1988)
(1998)

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1988)

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(2009

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الفصل الرابع

الإطار العملي للدراسة

- ❖ تمهيد
- ❖ منهجية الدراسة
- ❖ مجتمع الدراسة وعينتها
- ❖ صدق الاستبانة وثباتها
- ❖ المعالجات الإحصائية

الفصل الرابع



(Saunders, 2000, p:84)

-1

(Statistical Package for Social Science) SPSS



(3400)

(5)

3	4	13	0	7	1	0	1		1
4	7	23	0	2	0	0	0		2
4	7	18	4	3	0	0	0		3
0	1	7	1	0	0	0	0		4
1	49	45	2	7	0	1	1		5
15	33	27	0	6	0	2	1		6
1	30	31	1	5	0	0	0		7
13	141	574	2	8	0	1	1		8
0	9	8	0	1	0	0	0		9
8	29	66	8	16	0	1	1		10
9	56	52	3	9	0	0	0	-	11
7	12	28	1	3	0	0	0		12
0	0	4	0	2	0	0	0		13
0	5	31	0	2	0	0	1		14
3	9	44	1	8	0	0	0		15
9	20	16	0	8	0	0	1		16
476	760	231	1	29	0	1	0		17
4	7	33	0	3	0	0	0		18
3	27	77	14	7	0	0	1		19
1	11	42	4	6	0	0	0		20
0	2	3	0	3	0	0	0		21
0	7	10	1	1	0	0	0		22
2	6	16	5	6	0	0	1		23
563	1232	1399	48	142	1	6	9		
3400									

. 2010

:

(%9.79) (333)
 (%87.3) 291

4

(6) (287

(6)

0.26	9	
0.18	6	
0.03	1	
4.18	142	
1.41	48	
41.14	1399	
36	1232	
16.6	563	
100	3400	

_____ :

_____ -:

: .1

(7)

0.7	2	
0.7	2	
7.3	21	
4.2	12	
30.7	88	
35.9	103	
20.6	59	
100	287	

%0.7 " " %0.7 (7)
 " " %7.3 " "
 " " %4.2 " "
 " " %35.9 " " %30.7
 " " %20.6 " "

()

: -.2

(8)

33.8	97	5	
23.0	66	10	-5
24.0	69	15	-10
19.2	55		15
100.0	287		

" 5 " %33.8 (8)
 %24.0 " 10 -5 " %23.0
 %19.2 " 15 -10 "
 " 15"
 %33.8 5
 %24 15 -10
 19.2 15

(9)

3.1	9	
9.4	27	
66.9	192	
20.6	59	
100.0	287	

%9.4 " " %3.1 (9)

%66.9 " "

" " %20.6 " "

30870 %48

(2010)

(10)

5.2	15	25	
48.1	138	35	25
30.3	87	45	35
16.4	47		45
100.0	287		

%48.1 " 25 " %5.2 (10)

%30.3 " 35 25 "

45"

%16.4 " 45

35 "

."

35

%.46.7

-: -5

(11)

74.9	215	
25.1	72	
100.0	287	

%25.1 " "

%74.9 (11)

." "

(2010)

.(2010) %29

%71

: -6

(12)

85.7	246	
14.3	41	
100.0	287	

%14.3 " " %85.7 (12)

" "

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-1

-2

-3

-4

-5

-6

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7

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20

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.1

()

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.2

:

()

-2.1 ❖

14

()

-2.2 ❖

10

()

-2.3 ❖

15

13 () ()

-2.4 ❖
12
-2.5 ❖
11
-2.6 ❖

" 5 " 5 "1"

.(12)

(13)

1.80-1	2.60-1.80	3.40-2.60	4.20-3.40	5.0-4.20	
1	2	3	4	5	

(429 :1995) ❖

"

:" (179 :2001)

:" (1) ❖

(1) (10)

30

)

r 0.05

:

0.396

(14)

(
(0.05)

r

-2

)

(14)

:

0.000	0.814		1
0.005	0.504		2
0.001	0.582		3
0.001	0.589		4
0.000	0.731		5
0.000	0.860		6
0.000	0.776		7
0.003	0.516		8
0.000	0.681		9
0.003	0.517		10
0.000	0.597		11
0.000	0.784		12
0.000	0.779		13
0.004	0.514		14
0.000	0.694		15
0.000	0.824		16
0.000	0.741		17
0.000	0.681		18
0.000	0.736		19
0.036	0.384		20

0.361

"28"

0.05

r

:() _____

() :

) / (15)

(()
(0.05)

0.361 r r 0.05

(15)

() : /

0.029	0.398		1
0.000	0.887		2
0.000	0.694		3
0.000	0.855		4
0.000	0.738		5
0.000	0.846		6
0.000	0.811		7
0.000	0.700		8
0.000	0.854		9
0.000	0.659		10
0.000	0.832		11

0.000	0.751		12
0.000	0.867		13
0.000	0.843		14

0.361 "28" 0.05 r

() :

/ (16)

(())

(0.05)

0.361 r r 0.05

(16)

() : /

0.000	0.654		1
0.000	0.770		2
0.000	0.690		3
0.000	0.599		4
0.000	0.689		5
0.000	0.629		6
0.004	0.514		7
0.000	0.613		8
0.001	0.582		9
0.002	0.544		10

0.361 "28" 0.05 r

() :

) / (17)

(()

r 0.05 (0.05)

0.361 r

(17)

() : /

0.000	0.802		1
0.000	0.814	- _____)	2
0.000	0.615		3
0.000	0.683	()	4
0.000	0.830		5
0.000	0.638		6
0.000	0.768		7
0.000	0.629		8
0.000	0.799		9
0.000	0.852		10
0.000	0.811		11
0.000	0.725		12
0.000	0.614		13
0.000	0.720		14
0.000	0.736		15

0.361 "28" 0.05 r

) / (18)

(

(0.05)

0.361 r r 0.05

(18)

: /

0.000	0.837		1
0.000	0.740		2
0.000	0.895		3
0.000	0.797		4
0.009	0.467		5
0.000	0.793		6
0.000	0.854		7
0.000	0.766		8
0.000	0.795		9
0.000	0.797		10
0.000	0.901		11
0.000	0.760		12

0.361 "28" 0.05 r

() :
 / (19)
 (())
 (0.05)
 r r 0.05
 0.361

(19)
 () : /

0.000	0.877		1
0.000	0.854		2
0.000	0.830		3
0.000	0.863		4
0.004	0.505		5
0.000	0.851		6
0.000	0.863		7
0.000	0.901		8
0.000	0.799		9
0.000	0.710		10
0.007	0.491		11

0.361 "28" 0.05 r
 () :

/ (20)
 (())
 (0.05)
 0.361 r r 0.05

(20)

() : /

0.000	0.928		1
0.000	0.929		2
0.000	0.891		3
0.000	0.897		4
0.000	0.892		5
0.000	0.876		6
0.000	0.876		7
0.000	0.886		8
0.000	0.845		9
0.000	0.925	.()	10
0.000	0.818		11
0.000	0.914		12
0.000	0.888		13

0.361 "28" 0.05 r

•

(21)

r 0.05 0.05
.0396 r

(21)

0.000	0.881		
0.000	0.948	()	
0.000	0.814	()	
0.000	0.908	()	
0.000	0.938		
0.000	0.957	()	
0.000	0.965	()	

0.361 "28" 0.05 r

:Reliability

•

(430 1995)

:Split-Half Coefficient

-1

Spearman-Brown)

:

(Coefficient

(21)

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

(22)

()

0.000	0.8554	0.7474	20		
0.000	0.9379	0.8830	14	()	
0.000	0.7597	0.6125	10	()	
0.000	0.8966	0.8126	15	()	
0.000	0.9196	0.8512	12		
0.000	0.9611	0.9252	12	()	
0.000	0.9738	0.9490	13	()	
0.000	0.9626	0.9279	96		

0.361

"28"

0.05

r

:Cronbach's Alpha

-2

.(0.9770 0.8216)

(23)

(23)

()

0.8995	20		
0.9470	14	()	
0.8216	10	()	
0.9256	15	()	
0.9374	12		
0.9482	12	()	
0.9770	13	()	
0.9821	96		



Statistical Package for

Social Science (SPSS)

:

1) -1
 (5 4 3 2)
 (4=1-5) ()
 (0.08=5/4) ()
 . -2
 .
 Mean -3
 (89 1996)
 . -4
 -5
 -6
 - -7
 (1- Sample K-S)
 One sample T test t -8
 "3"
 t -9
 -10
 -11
 -12



((1 - Sample K-S)

-

)



-

(24)

(sig. > 0.05) 0.05

(24)

(1-Sample Kolmogorov-Smirnov)

	Z			
0.223	1.047	20		
0.144	1.147	14	()	
0.352	0.931	10	()	
0.588	0.773	15	()	
0.129	1.171	12		
0.647	0.738	12	()	
0.819	0.632	13	()	
0.819	0.632	96		



(One Sample T test)

T

t

0.05

) 1.97

t

(% 60

t

0.05

)1.97-

t

(% 60

0.05

:

جدول رقم (25)

(تحليل الفقرات المحور الأول)

	t				
0.000	-6.140	52.33	2.62		1
0.000	-5.044	53.38	2.67		2
0.000	-7.772	50.45	2.52		3
0.002	3.157	64.04	3.20		4
0.507	0.664	60.84	3.04		5
0.738	0.335	60.42	3.02		6
0.064	-1.861	57.70	2.89		7
0.000	-8.255	49.20	2.46		8
0.701	-0.384	59.51	2.98		9
0.957	-0.054	59.93	3.00		10
0.001	-3.251	55.40	2.77		11
0.067	-1.835	57.63	2.88		12

0.224	-1.220	58.47	2.92		13
0.000	22.383	83.62	4.18		14
0.004	-2.877	55.82	2.79		15
0.000	-4.457	53.80	2.69		16
0.531	0.627	60.77	3.04		17
0.579	0.555	60.70	3.03		18
0.167	-1.385	58.26	2.91		19
0.000	-7.133	50.80	2.54		20
0.020	-2.341	58.15	2.91		

(25)

t

()

:

"0.000"

"%83.62"

"14"

.1

"

0.05

."

"0.002 "

"%64.04"

"4 "

.2

"

0.05

."

				:
"0.507 "	"%60.84"	" 5 "	0.05	.3
				"
				"
"0.531 "	"%60.77"	" 17"	0.05	.4
				"
"0.579"	"%60.70"	" 18"	0.05	.5
				"
"0.738 "	"%60.42"	"6"	0.05	.6
				"
"0.957"	"%59.93"	"10"	0.05	.7
				"
"0.701 "	"%59.51"	" 9"	0.05	.8
				"

"0.224 "	"%58.47"	"13 "	.9
		0.05	"
"0.167 "	"%58.26"	" 19"	.10
		0.05	"
"0.064"	"%57.70"	"7 "	.11
		0.05	"
"0.067"	"%57.63"	"12 "	.12
		0.05	"
"0.004"	"%55.82"	"15"	.13
"0.001"	"%55.40"	"11 "	.14
		0.05	"
"0.000"	"%53.80"	"16 "	.15
		0.05	"
"0.000 "	"%53.38"	"2 "	.16
		0.05	"
"0.000"	"%52.33"	"1"	.17
		0.05	"
"0.000 "	"%50.80"	" 20"	.18
		0.05	"

:

:

"0.000 "

"%50.45"

" 3"

.19

"

0.05

."

"0.000"

"%49.20"

"8"

.20

"

0.05

"

()

0.020

%58.15

2.91

(2006)

(2006)

(2006)

(2000)

(2008)

(2007)

)

(2003

(2003)

(1998)

(2009)

(2008)

(2004) (2006)

(2002)

(1995)

%80

(1991)

(Wimar, 2009)

(Chandrannuj ,2004)

() :

() :

(26)

(())

	t				
0.000	3.848	55.19	2.76		1
0.000	6.503	51.92	2.60		2
0.000	8.665	49.06	2.45		3
0.000	7.792	51.08	2.55		4
0.000	4.988	54.01	2.70		5
0.000	5.370	53.66	2.68		6
0.000	3.897	55.19	2.76		7
0.397	0.847	61.05	3.05		8
0.000	3.960	54.77	2.74		9
0.000	5.779	52.20	2.61		10
0.000	5.811	53.03	2.65		11
0.000	7.458	51.78	2.59		12
0.000	5.698	52.61	2.63		13
0.000	6.965	51.64	2.58		14
0.000	7.632	53.37	2.67		

1.97

"286"

0.05

t

(26)

t

()

)

:

(

"0.397 "

"%61.05"

" 8 "

.1

"

0.05

."

.

"0.000"

"%55.19"

"1"

.2

"

0.05

."

.

"0.000"

"%55.19"

"7"

.3

"

0.05

."

.

"0.000"	"%54.77"	"9"	.4
		"	0.05
		"	
"0.000"	"%54.01"	"5 "	.5
		"	0.05
		"	
"0.000 "	"%53.66"	" 6 "	.6
		"	0.05
		"	
"0.000"	"%53.03"	"11 "	.7
		"	0.05
		"	
"0.000"	"%52.61"	"13 "	.8
		"	0.05
		"	
"0.000"	"%52.20"	"10"	.9
		"	0.05
		"	
"0.000"	"%51.92"	"2"	.10
		"	0.05
		"	
"0.000 "	"%51.78"	"12 "	
		"	0.05
		"	
"0.000"	"%51.64"	"14"	.11
		"	0.05
		"	

"0.000"

"%51.08"

"4"

.12

"

0.05

."

"0.000"

"%49.06"

"3 "

.13

"

0.05

."

()

)

%53.37

2.67

(

()

0.000

0.05

(2006)

(2008)

(2006)

(2000)

(1993)

(1992)

(2004)

:

(2007)

(2002)

(2009)

(Alinio, 2008)

(2010)

()

0.05

جدول رقم (27)

(())

0.219	-1.231	58.47	2.92		1
0.000	-3.588	55.75	2.79		2
0.717	0.363	60.42	3.02		3
0.000	17.542	80.70	4.03		4
0.000	5.605	66.90	3.34		5
0.003	2.961	63.69	3.18		6
1.000	0.000	60.00	3.00		7
0.000	8.682	70.24	3.51		8
0.000	7.636	69.41	3.47		9
0.000	7.447	68.99	3.45		10
0.000	8.576	65.46	3.27		

1.97

"286"

0.05

t

(27)

t

())

:

(

"0.000 "

"%80.70"

"4"

.1

"

0.05

."

" 0.000 "

"%70.24"

" 8" .2
0.05
"

"0.000 "

"%69.41"

"9" .3
0.05
"

"0.000 "

"%68.99"

"10" .4
0.05
"

"0.000"	"%66.90"	"5"	.5
		"	0.05
		"	
"0.003"	"%63.69"	"6"	.6
		"	0.05
		"	
"0.717"	"%60.42"	"3"	.7
"			0.05
"			
"1.000"	"%60.00"	"7"	.8
			0.05
"			"
"0.219"	"%58.47"	"1"	.9
			0.05
		"	"
"0.000"	"%55.75"	"2"	.10
		"	0.05
		"	
())		
%65.46	3.27	(
8.576	t	"%60"	
0.000		1.97	t
	()		0.05
			0.05

(2006)

(2006)

(2006)

(2002)

(2006)

(2003)

(1998)

(1994)

(2006)

(1988)

Alinio,)

(2008

() :

0.05

جدول رقم (28)

() تحليل

	t				
0.000	4.944	66.06	3.30		1
0.000	11.998	73.80	3.69	- _____)	2
0.000	10.719	71.36	3.57		3
0.106	1.623	62.02	3.10	()	4
0.004	2.864	63.34	3.17		5
0.048	-1.982	57.56	2.88		6
0.003	-3.022	55.75	2.79		7
0.045	2.011	62.51	3.13		8
0.000	-3.746	54.84	2.74		9
0.086	-1.725	57.84	2.89		10
0.000	-4.683	54.36	2.72		11
0.099	-1.655	58.05	2.90		12
0.000	3.962	64.53	3.23		13
0.018	2.374	62.86	3.14		14
0.016	2.428	63.00	3.15		15
0.016	2.418	61.86	3.09		

1.97 "286" 0.05 t

(28) t

())

: (

"0.000"	"%73.80"	"2 "	.1
- _____)		"	0.05
		."(_____ -	

	%26.20		
"0.000 "	"%71.36"	" 3 "	.2
		"	0.05
		."	

"0.000"	"%66.06 "	"1"	.3
		"	0.05
		."	
		(2)	

"0.000 "	"%64.53"	"13 "	.4
		"	0.05
		."	

"0.004"	"%63.34"	"5"	.5
		"	0.05
		."	

"0.016"	"%63.00"	"15"	.6
		"	0.05
		"	.
"0.018"	"%62.86"	"14"	.7
		"	0.05
		"	.
"0.045"	"%62.51"	"8"	.8
"		"	0.05
"0.106"	"%62.02"	" 4"	.9
			0.05
"	()	"	"
"0.099"	"%58.05"	"12"	.10
			0.05
		"	"
		"	.
"0.086"	"%57.84"	"10"	.11
			0.05
"		"	"
"0.048"	"%57.56"	" 6"	.12
		"	0.05
		"	.
"0.003 "	"%55.75"	" 7"	.13
"		"	0.05
		"	.
"0.000"	"%54.84"	"9"	.14
		"	0.05
	"	"	.

"0.000"

"%54.36"

"11"

.15

"

0.05

."

()

)

3.09

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0.05

0.016

%61.86

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.0.05

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0.05

جدول رقم (29)

(تحليل)

0.364	-0.910	58.82	2.94		1
0.165	-1.393	58.26	2.91		2
0.000	-6.033	52.47	2.62		3
0.000	10.175	72.75	3.64		4
0.109	1.608	62.09	3.10		5
0.000	11.416	45.16	2.26		6
0.000	-4.539	53.73	2.69		7
0.541	-0.611	59.23	2.96		8
0.000	-3.650	55.26	2.76		9
0.001	-3.394	55.68	2.78		10
0.006	-2.757	56.66	2.83		11
0.072	-1.805	57.70	2.89		12
0.003	-2.979	57.32	2.87		

1.97 "286" 0.05 t

(29)

t

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"0.000"

"%72.75"

"4"

.1

"

0.05

"

"0.109"

"%62.09"

"5"

.2

"

0.05

"

"0.541"

"%59.23"

"8"

.3

0.05

"

"

"0.364"	"%58.82"	"1"	0.05	.4
"0.165"	"%58.26"	"2"	0.05	.5
"0.072"	"%57.70"	"12"	0.05	.6
"0.006"	"%56.66"	"11"	0.05	.7
"0.001 "	"%55.68"	"10 "	0.05	.8
"0.000"	"%55.26"	"9"	0.05	.9
"0.000 "	"%53.73"	"7 "	0.05	.10

"0.000 " "%52.47" " 3 " .11
" 0.05
"

"0.000" "%45.16" "6" .12
" 0.05
"

)
%57.32 2.87 (t "%60 "
2.979 t 1.97 t
0.05 0.003
()
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(2009)

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0.05

جدول رقم (30)

() تحليل ()

0.001	- 3.490	55.33	2.77		1
0.000	6.030	52.40	2.62		2
0.000	5.748	52.61	2.63		3
0.001	3.238	55.89	2.79		4
0.007	2.710	56.52	2.83		5
0.001	3.465	55.89	2.79		6
0.011	2.562	56.72	2.84		7
0.000	3.578	55.33	2.77		8
0.006	2.786	56.45	2.82		9
0.000	4.554	54.22	2.71		10
0.400	0.843	61.11	3.06		11
0.000	4.623	55.66	2.78		

1.97

"286"

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"0.400"

"%61.11"

"11"

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0.05

"

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"0.011"	"%56.72"	"7"	.2
"		"	0.05
"0.007"	"%56.52"	"5"	.3
		"	0.05
"0.006"	"%56.45"	"9"	.4
		"	0.05
"0.001"	"%55.89"	"4"	.5
		"	0.05
"0.001 "	"%55.89"	"6 "	.6
"		"	0.05
"0.001"	"%55.33"	"1"	.7
"		"	0.05
"0.000"	"%55.33"	"8"	.8
		"	0.05

"0.000" "%54.22" "10" .9
" 0.05
."

"0.000" "%52.61" " 3" .10
" 0.05
."

"0.000 " "%52.40" "2 " .11
" 0.05
."

())
%55.66 2.78 (t "%60 "
4.623 t 1.97 t
0.05 0.000
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0.05

())
%55.66 2.78 (t "%60 "
t 4.623 t

0.05

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1.97

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جدول رقم (31)

() تحليل

0.041	2.053	57.21	2.86		1
0.000	5.836	52.68	2.63		2
0.003	2.984	56.17	2.81		3
0.000	5.791	53.31	2.67		4
0.000	7.219	51.57	2.58		5
0.644	0.463	59.37	2.97		6
0.000	8.773	49.06	2.45		7
0.251	1.151	61.46	3.07		8
0.078	1.768	57.70	2.89		9
0.000	5.582	52.68	2.63	()	10
0.071	1.810	57.70	2.89		11
0.000	3.878	54.84	2.74		12
0.031	2.166	56.93	2.85		13
0.000	4.576	55.44	2.77		

1.97

"286"

0.05

t

(31)

t

() ()

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"0.251" "%61.46" "8" .1
.05

"

"

"0.644" "%59.37" "6" .2
0.05

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"0.078 " "%57.70" "9" .3
0.05

"

"

"0.071" "%57.70" "11" .4
0.05

"

"

"0.041"	"%57.21"	"1"	.5
		" 0.05	
		."	
"0.031 "	"%56.93"	" 13"	.6
		" 0.05	
."			
"0.003"	"%56.17"	" 3"	.7
		" 0.05	
		."	
"0.000 "	"%54.84"	"12"	.8
		" 0.05	
		."	
"0.000 "	"%53.31"	"4"	.9
		" 0.05	
		."	
"0.000 "	"%52.68"	" 2"	.10
		" 0.05	
		."	
"0.000"	"%52.68"	" 10"	.11
		" 0.05	
	":()		
		."	
"0.000"	"%51.57"	"5"	.12
		" 0.05	
		."	

"0.000 "

"%49.06"

"7"

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0.05

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%55.44

2.77

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t

4.576

t

"%60"

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0.000

1.97

()

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(Wimar ,2009)

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(Chandrannuj, 2004)

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جدول رقم (32)

تحليل محاور الدراسة (" ")

	t				
0.000	-7.632	53.37	2.67	()	1
0.000	8.576	65.46	3.27	()	2
0.016	2.418	61.86	3.09	()	3
0.003	-2.979	57.32	2.87		4
0.000	-4.623	55.66	2.78	()	5
0.000	-4.576	55.44	2.77	()	6
0.007	-2.707	57.97	2.90		

1.97 "286" 0.05 t

(32)

t

(())

2.90

t " %60 "

%57.97

1.97

t

2.707

()

0.05

0.007



0.05

$\alpha = 0.05$

(33)

	الإحصاءات	المحور
0.719		
0.000		
287		
	0.123	"0.05" "285" r

(33)

$\alpha = 0.05$

r

0.05

0.000

0.123

r

0.719

$\alpha = 0.05$

(Alinio, 2008)

(2004)

$$\alpha = 0.05$$

.2

(34)

زيادة فعالية الهيكل التنظيمي	الإحصاءات	المحور
0.396		
0.000		
287		

0.123 "0.05" "285 " r

$$\alpha = 0.05$$

0.05 0.000 (34)

0.123 r 0.396 r

$$\alpha = 0.05$$

(Alinio, 2008)

(1988)

(2006)

(2006)

(2006)

(2006)

$\alpha = 0.05$

.3

(35)

المحور	الإحصاءات	زيادة فعالية الهيكل التنظيمي
		0.634
		0.000
		287

0.123 "0.05" "285 " r

$\alpha = 0.05$

0.05

0.000

(35)

0.123

r

0.634

r

$\alpha = 0.05$

$$\alpha = 0.05$$

.4

(36)

المحور	الإحصاءات	خلق الإبداع والابتكار لدى العاملين
		0.682
		0.000
		287

0.123 "0.05" "285 " r

$$\alpha = 0.05$$

0.05

0.000

(36)

0.123

r

0.682

r

$$\alpha = 0.05$$

(2009)

$$\alpha = 0.05$$

.5

(37)

المحور	الإحصاءات	خلق الإبداع والابتكار لدى العاملين
		0.671
		0.000
		287

0.123 "0.05" "285 " r

$$\alpha = 0.05$$

0.05

0.000

(37)

0.123

r

0.671

r

$$\alpha = 0.05$$

(2009)

(2006)

(Chandrannuj ,2004)

(Stinnette, 1993)

.6

(38)

المحور	الإحصاءات	زيادة الإنتاجية في الوزارات والمؤسسات الحكومية
		0.629
		0.000
		287

0.123

"0.05"

"285 "

r

$\alpha = 0.05$

0.000

(38)

r

0.629

r

0.05

$\alpha = 0.05$

0.123

(2008)

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(Wimar,2009)

(2003

(2003)

(Stinnette, 1993)

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0.05

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$\alpha = 0.05$

-2.2

(39)

(One Way ANOVA)

المحور	عنوان المحور	مصدر التباين	مجموع المربعات	درجة الحرية	متوسط المربعات	قيمة " F "	مستوى الدلالة
			10.657	6	1.776	4.249	0.000
			117.046	280	0.418		
			127.703	286			
	()		5.634	6	0.939	2.404	0.028
			109.383	280	0.391		
			115.017	286			
			6.507	6	1.084	3.025	0.007
			100.385	280	0.359		
			106.892	286			
			2.13	0.05	"280 6"	F	

(39)

" () "

0.05

0.028

0.000

(40)

0.122	0.139	-0.037	0.248	-0.392	0.313		
-0.191	-0.173	-0.350	-0.064	-0.704		-0.313	
0.514	0.531*	0.354	0.640		0.704	0.392	
-0.127	-0.109	-0.286		-0.640	0.064	-0.248	
0.159	0.177		0.286	-0.354	0.350	0.037	
-0.018		-0.177	0.109	-0.531*	0.173	-0.139	
	0.018	-0.159	0.127	-0.514	0.191	-0.122	

0.007

2.13

F

3.025

F

0.05

$\alpha = 0.05$

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(40)

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$\alpha = 0.05$

-2.3

(41)

(One Way ANOVA)

المحور	عنوان المحور	مصدر التباين	مجموع المربعات	درجة الحرية	متوسط المربعات	قيمة " F "	مستوى الدلالة
			7.050	3	2.350	5.512	0.001
			120.653	283	0.426		
			127.703	286			
	()		4.609	3	1.536	3.938	0.009
			110.408	283	0.390		
			115.017	286			
			4.944	3	1.648	4.574	0.004
			101.948	283	0.360		
			106.892	286			
		"280 3"	0.05	2.64			F

(41)

0.009 0.001 "() "

0.05

(42)

15	-10	-5	5	
	15	10		
-0.367*	-0.128	-0.197		5
-0.169	0.069		0.197	-5
				10
-0.239		-0.069	0.128	-10
				15
	0.239	0.169	0.367*	15

0.004
 2.64 F 4.574 F 0.05
 $\alpha = 0.05$

5 " (42)
 " 15" " 15" "
 " 15"
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 $\alpha = 0.05$ -3

(43)
 (One Way ANOVA)

المحور	عنوان المحور	مصدر التباين	مجموع المربعات	درجة الحرية	متوسط المربعات	قيمة " F"	مستوى الدلالة
			1.339	3	0.446	1.000	0.393
			126.364	283	0.447		
			127.703	286			
	()		0.612	3	0.204	0.505	0.679
			114.405	283	0.404		
			115.017	286			
			0.542	3	0.181	0.480	0.696
			106.350	283	0.376		
			106.892	286			
			2.64	0.05	"280 3"		F

(42)
 0.393 " () "

0.05 0.676

0.696

F 0.480 F 0.05

$\alpha = 0.05$ 2.64

("8")

$\alpha = 0.05$ -2.4

(44)

(One Way ANOVA)

المحور	عنوان المحور	مصدر التباين	مجموع المربعات	درجة الحرية	متوسط المربعات	قيمة " F "	مستوى الدلالة
			6.157	3	2.052	4.779	0.003
			121.546	283	0.429		
			127.703	286			
	()		4.383	3	1.461	3.737	0.012
			110.634	283	0.391		
			115.017	286			
			4.656	3	1.552	4.296	0.006
			102.236	283	0.361		
			106.892	286			
			2.64	0.05	"280 3"		F

"

(44)

0.012 0.003 " ()

0.05

(45)

45	35 45	25 35	25	
-0.346	-0.133	0.007		25
-0.353*	-0.140		-0.007	25 35
-0.213		0.140	0.133	35 45
	0.213	0.353*	0.346	45

0.006

2.64

F

4.269

F

0.05

$\alpha = 0.05$

35

25

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(45)

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$$\alpha = 0.05$$

-2.1

جدول رقم (46)

نتائج اختبار t للفروق بين إجابات المبحوثين

	t					
0.005	2.826	0.665	2.971	215		
		0.647	2.717	72		
0.016	2.420	0.626	2.951	215		()
		0.637	2.743	72		
0.009	2.634	0.603	2.955	215		
		0.611	2.738	72		

1.97 "159" 0.05 t

" (46) 0.05 0.016 0.005 " ()

0.009 1.97 t 2.634 t 0.05 $\alpha = 0.05$

%71 %29

$$\alpha = 0.05$$

-2.5

جدول رقم (47)

نتائج اختبار t للفروق بين إجابات المبحوثين

	t				
0.007	2.722	2.951	246		
		2.648	41		
0.022	2.304	2.934	246		()
		2.689	41		
0.012	2.514	2.937	246		
		2.680	41		

1.97

"285 "

0.05

t

t

"

(47)

0.05

0.022

0.007

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0.05

0.012

1.97

t

2.514

t

$$\alpha = 0.05$$

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الفصل السادس

النتائج والتوصيات

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الفصل السادس النتائج والتوصيات

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الملاحق

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