



# أثر بعض عناصر الثقافة التنظيمية على الاستعداد لمواجهة الأزمات في مستشفى ناصر

إعداد الطالبة: ابنهال شكري شير

إشراف: الدكتور ماجد الفراء

نخت مقدم اسنكمالاً لمنطلبات الحصول على درجة الماجستير في الإدارة

1428 - 2007

## الإهداء

"واخفض لهما جناح الذل من

الرحمة وقل رب ارحمهما كما ربياني صغيراً" ( 24 :

"ومن آياته أن خلق لكم من أنفسكم أزواجاً لتسكنوا إليها وجعل

بينكم مودة ورحمة إن في ذلك لآيات لقوم يتفكرون" ( 21 :

"المال والبنور زينة الحياة الدنيا" ( 46 :

"إخواناً على سرر متقابلين" ( 47 :

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ  
شُكْرًا وَتَقْدِيرًا وَعِزًّا

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الباحثة

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(%92.7)

(202)

# Abstract

This study aimed to emphasize the influence of some of the Organizational Culture Elements to prepare for Crisis Management at al-Nasser Hospital in a try for analyzing the real situation there, and determining the causes, to get into the shortcomings and put alternatives to control them. Also upraising the level of services for patients, and find the right suitable solutions which help increasing the efficiency of the hospital.

The researcher used the questionnaire as a basic tool in the initial data collection and applied it on 218 employees, which were picked randomly, from all over the hospital sections. 202 of them (with 92.7%) responded.

The researcher used the Analyzing Descriptive method that showed weakness from the management side concerning humanity and personal relationship among the staff of the hospital. Beside the repeating of the same mistakes, so there is non- ability and non-capability of employees to face the crises

And; for what's given the researcher had some recommendations for raising the awareness of the importance of the Organizational Culture Elements in any organization, for it big effect in rising the quality and improving the services to save lives which the hospital should do.

The researcher recommended also on taking care much more on human elements, and Organizational Culture Elements to face the crises and preparing very well for them before they occur, starting good relations with external sides which can help in crises situations, and providing the hospital with full data system about previous crises conditions so the staff will have a background of related or similar cases to avoid repeating same mistakes.

Another recommendation was about encouraging the employees on Innovative thinking and find new creative solutions for the problems they face.

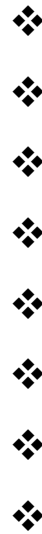
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<b>126</b>	
<b>139-131</b>	
<b>143-140</b>	



# الإطار العام للبحث



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.(6 ۲۰۰۱ )

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.(1992 )

( 2002 26 ) .

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**ما أثر بعض عناصر الثقافة التنظيمية على الاستعداد لمواجهة الأزمات في مستشفى ناصر من وجهة نظر العاملين فيها؟**

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(Expectation)	(Values) (Behavioral Norms)	(Attitudes)
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## الإطار النظري والدراسات السابقة

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.(156 2002 )

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*Buchanan & Huczynski, )*

.(1997,p.516

Robbins

.(Robbins, 1998 ,p.595)

Griffin Moorhead

.(Griffin & Moorhead, 1989,p.493)

.(1992 )

" Wheelen

.(397 1995 )



" Schermarborn

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.(379 1995 )

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Kossen

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.(311 2002 )"

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.(311 2002 )

.(26 2002 )

.(396 1995 )

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.(398 1995 )  
(Peter Waterman)

Jay Barney

.(2005 )

(2005 )

.(2005 )

.(2001 )

.( 1999 )

Stephen Robbins

Thin/Weak Culture

Thick/Strong Culture

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-:Intensity :

*.(316 2002 )*

Sharedness

Consensus :

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(1

(2

*.(333 2004 )*

*.(317 2002 )*

:

**Networked Culture ( ) :**

*.(2006 )*

**Mercenary Culture** :

*(2006 )*

**Fragmented Culture** :

*(2006 )*

**Communal Culture** :

*(2006 )*

: **Ellen Wallash**  
: **Bureaucratic Culture** .1

.  
: **Innovative Culture** .2

.  
**Supportive Culture** .3

.(Hodgetts,P.450)

:  
: **Power Culture** : .1

.(258 1993 )

**Role Culture** : **.2**

.(296 2002 )

**Support Culture** ( ) : **.3**

.(295 2002 )

**Achievement Culture** : **.4**

( 2002 298 )

:

- .Power Culture .1
- .Role Culture .2
- .People Culture .3
- (2006 ) Task Culture .4



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**Organizational Values**

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*.(399 1995 )*

...

*.(170 2002 )*

**Organizational Believes**

(2

*.(400 1995 )*

**Organizational Norms**

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*.(400 1995 )*

**Organizational Expectations**

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. (401 1995 )

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(303 1995 )

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(304 1995 )

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(304 1995 )

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.(304 1995 )

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.(304 1995 )

(Robbins,1998,p.595)

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.(Robbins,1998,p.595-596)

(Gordn & Cummins)

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*.(152 2000 ).*

Strokes

(2002 )

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Harrison

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.(290-287 2002 )

: (2004 )

<b>Individual initiative</b>	.1
<b>Risk tolerance</b>	.2
<b>Direction</b>	.3
<b>Integration</b>	.4
<b>Management Support</b>	.5
<b>Control</b>	.6
Identity <b>Identity</b>	.7
<b>Reward system</b>	.8
( )	
<b>Conflict tolerance ( )</b>	.9
<b>Communication Patterns</b>	.10

(329-328 2004 )

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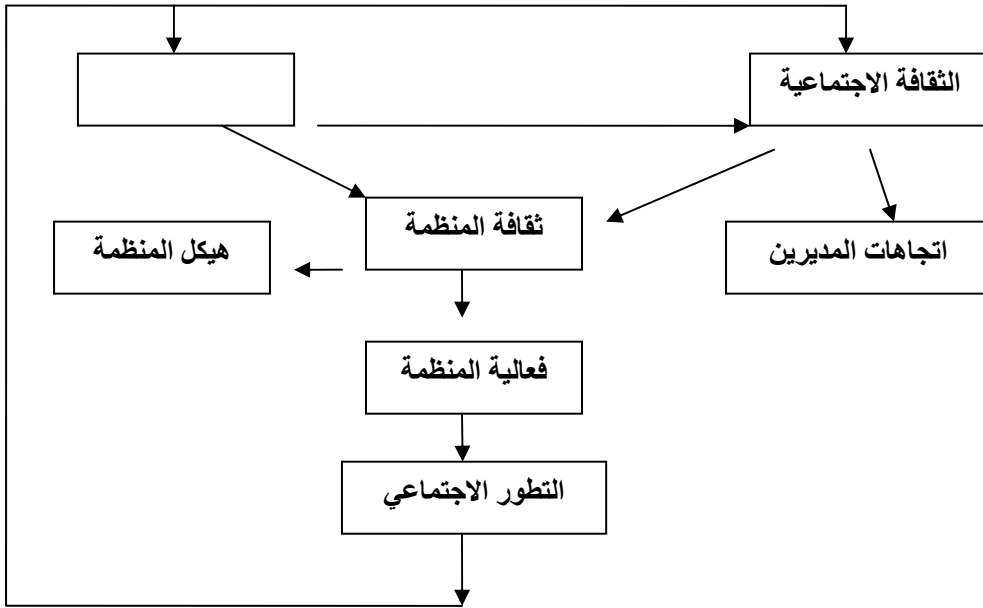
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William M. Evan (1993)

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William M. Evan (1993), Organizational Theory, New York. P.299

	Robbins	
<b>Boundary Defining Role</b>		.1
<b>Conveys a sense of identity for</b>		.2
	<b>members</b>	
<b>Facilitate generation commitment</b>		.3
<b>Enhances social system stability</b>		.4

"Culture Defines the role of the game":  
*(Robbins, 1998, p.601)*

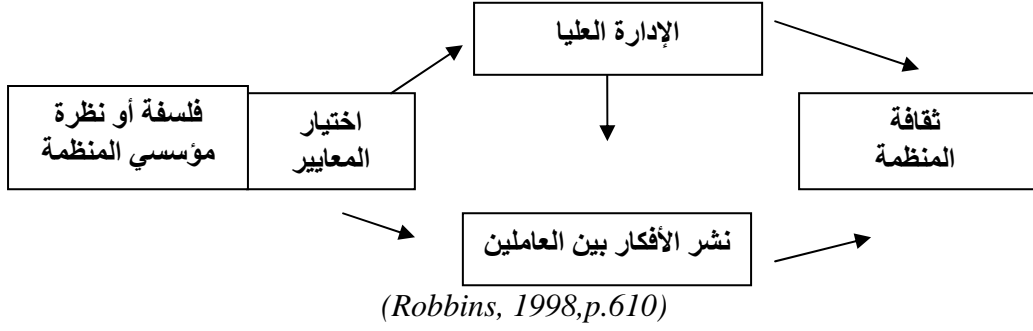
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. (Robbins, 1998,p.603)

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: Robbins

:Selection :

15

*.(Robbins, 1998,p.607)*

**Top Management** :

Xerox

*.(Robbins, 1998,p.607)*

**Socialization ( )** :

*(Northcraft &Neal,1990,p.714)*

(Buchanan & Huczynski, 1997,p.523)

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( )Rite (1

:Ceremonial (2

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Robbins (5

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.(Robbins, 1998,p.611)

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:Artifacts (1

Physical layout (2

6

*.( Buchanan & Huczynski, 1997,p.523-524)*

Language (3

a high potential

hypo

employee

*( Robbins, 1998,p.613)*

.  
: Robbins

**:Dramatic Crisis .1**

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**:Turn over of leadership .2**

IBM :

**:Young & small Organization .3**

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**:Weak Culture .4**

*.( Robbins, 1998,p.616)*

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*.( Robbins, 1998,p.616)*



## الأزمات

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Symptom "

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*(82-81 2003 )*

(L. Komfort)

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.(56 2002 ) Complexity •

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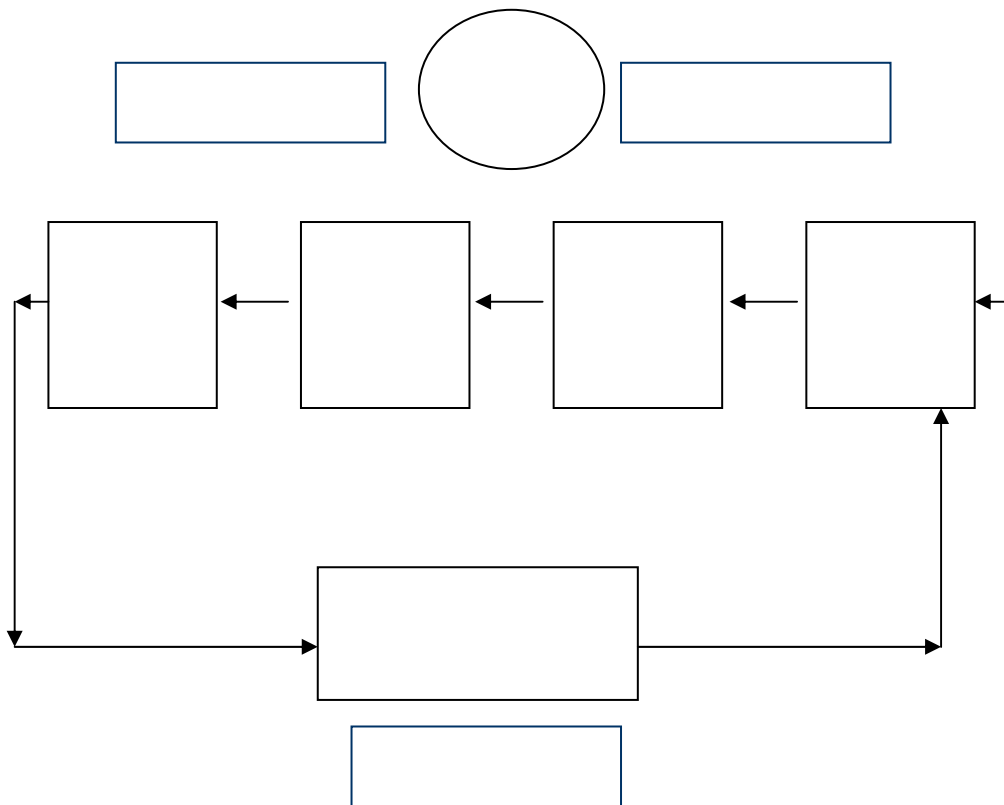
(5 1997 )"

**: Crisis management :**

(2006 )

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**:Management By Crisis**

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*.(11 2003 )*

*.(11 2003 )*

Globalization

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(Psycho Logic)

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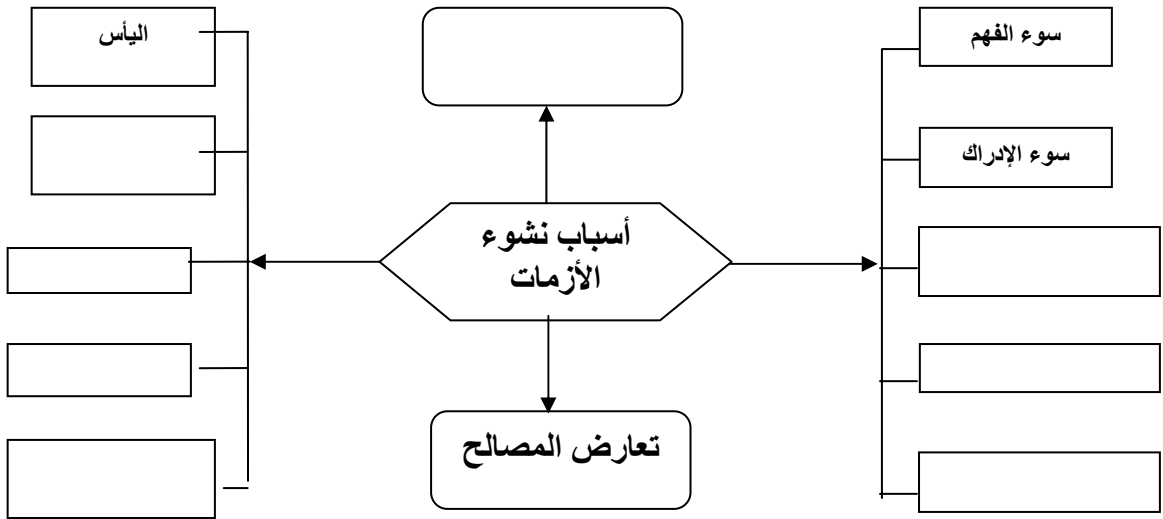
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.(32 1995 )

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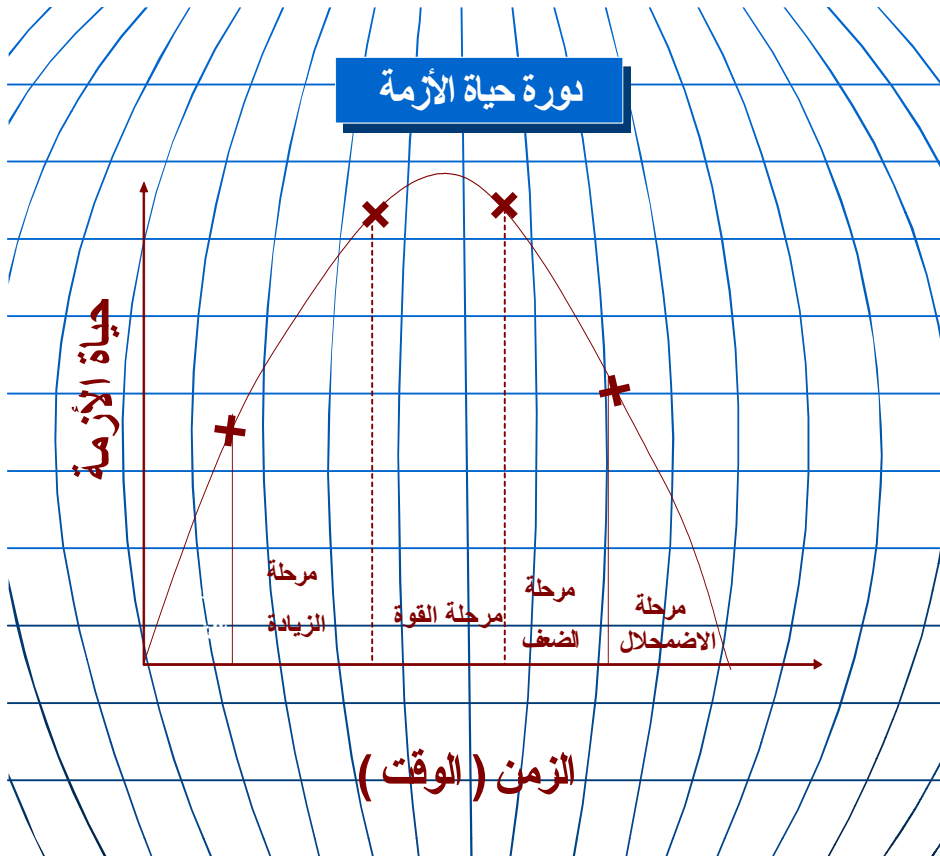
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.(33 1995 )

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( 2002 57 ).



( 2007 15 ) :

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**Crisis Portfolio**

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crisis portfolio

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Stimulate the crisis

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.(799-798 2000 )

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.(worst case scenario)

.(1999 )

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(51-48 2006 )

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**Signal Detection :** :

**Preparation / Prevention :** :

**Containment/ Damage Limitation :** :

**Recovery :** :

**Learning :** :

*.(65 1995 ).*



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1200

.(19 1990 )

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(.20 1990 )

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.(135 1996 )

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.(1999 )

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post-traumatic stress disorder

.(87 2006 )

2000

International Journal of Behavioral Development

.(88 2006 )

British Medical Journal

2002-3-16

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*.(149 1996 )*

## الدراسات السابقة

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## الطريقة والإجراءات



SPSS

(Statistical Package for Social Science)

727	57	90	160	220	200	
<b>202</b>	<b>16</b>	<b>25</b>	<b>44</b>	<b>61</b>	<b>56</b>	
%100	%7.8	%12.4	%22.0	%30.3	%27.5	

2007/1/28



(1)

(% 27,23)

(% 29,21)

.(% 7,92)

: :

(202)

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(%30)

Sample size =  $\frac{Z^2 * (p) * (1-p)}{c^2}$

where:

Z = Z value (e.g. 1.96 for 95% confidence level)

p = percentage picking a choice, expressed as decimal, (0.5 used for sample size needed)

c = confidence interval, expressed as decimal, (e.g.,.04 = ±4)

(216)

(%93.5)

(202)

(202)

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( 2)

(%27.2)

(%29.2)

(%12.9)

(%7.9)

(%22.8)

.(1)

(2)

%27.2	55	
%12.9	26	
%29.2	59	
%22.8	46	
%7.9	16	
% 100.0	202	

=: \_\_\_\_\_

(%26.2)

(3)

(%39.1)

(30-20)

(%25.2)

(40-31)

51

(%9.4)

(50-41)

.(%90.5)

( 50-20)

(3)

%26.2	53	30 20
%39.1	79	40 -31
%25.2	51	50 - 41
%9.4	19	51
% 100.0	202	

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(%36.1) (4)  
(%23.3) 5  
(%19.3) (10-5)  
(%21.3) (15-11)  
16  
(%64) ( 6)

**(4)**

%36.1	73	5
%23.3	47	10 - 6
%19.3	39	15 - 11
%21.3	43	16
% 100.0	202	

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(5) (%72.8)

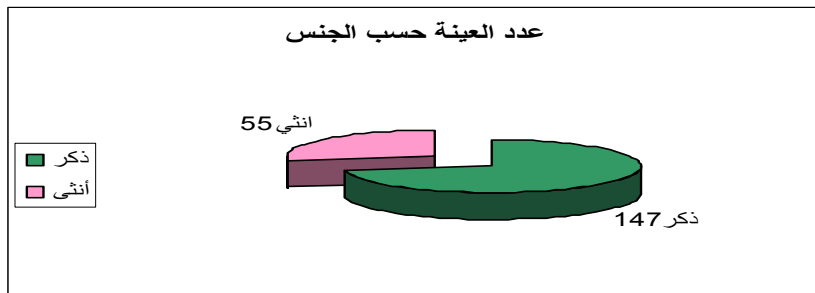
(%27.2)

161

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(5)

%72.8	147	
%27.2	55	
% 100.0	202	



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 \end{array}$$

$$\begin{array}{c}
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 \end{array}$$

$$\begin{array}{c}
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 \end{array}$$

$$\begin{array}{c}
 \%80 \quad (4) \\
 (4-3)
 \end{array}$$

$$\%80 - 60$$

%60

(3)

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(6)

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(0.05= $\alpha$ )

(0.0824- 0.0366)

-r

0.05

(0.05= $\alpha$ )

-r

(6)

(درجة الاستعداد لمواجهة الأزمات)

0.021	0.419		1
0.016	0.437		2
0.000	0.701		3
0.001	0.566		4
0.000	0.723		5
0.000	0.824		6
0.000	0.796		7
0.047	0.366		8
0.001	0.565		9

0.361

28

0.05

r

(7)

( )

(0.05=α)

-r 0.361          -r 0.05 28          0.05

(7)

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0.000	0.750		10
0.000	0.682		11
0.030	0.397		12
0.011	0.459		13
0.011	0.455		14

0.361          28          0.05          r

(8)

( )

(0.05=α)

-r 0.05 28 (0.05=α) -r 0.361

(8)

) (

0.000	0.656		15
0.010	0.465		16
0.000	0.638		17
0.000	0.674		18
0.001	0.576		19

0.361          28          0.05          -r



$$\begin{aligned}
 & (9) \\
 & ( \quad ) \\
 & (0.05=\alpha) \\
 & -r \quad -r \quad 0.05 \\
 & 0.361 \quad 28 \quad (0.05=\alpha) \\
 & ( \quad ) \\
 & (9) \\
 & ( \quad )
 \end{aligned}$$

0.038	0.382		20
0.001	0.595		21
0.000	0.706		22
0.000	0.869		23
0.000	0.871		24
0.000	0.827		25
	0.361	28	0.05
			r

$$\begin{aligned}
 & (10) \\
 & ( \quad ) \\
 & (0.05=\alpha) \\
 & -r \quad -r \quad 0.05 \\
 & 0.361 \quad 28 \quad 0.05 \\
 & ( \quad ) \\
 & (10) \\
 & ( \quad )
 \end{aligned}$$

0.001	0.596		26
0.000	0.602		27
0.001	0.565		28
0.000	0.710		29
0.000	0.599		30
0.001	0.573		31
	0.361	28	0.05
			r

(11)

( )

(0.05= $\alpha$ )

(0.05= $\alpha$ )

(0.05= $\alpha$ )

-r

-r

( )

0.361

28

(11)

( )

0.001	0.561	.	32
0.001	0.585	.	33
0.000	0.708		34
0.000	0.723		35
0.000	0.727		36

0.361

28

0.05

r

(12)

(0.05=α)

r-	-r	(0.05=α)
.0.361	28	(0.05=α)

(12)

0.000	0.850	
0.001	0.580	
0.011	0.460	
0.420	0.153	
0.000	0.731	
0.006	0.488	

0.361	28	0.05	r
-------	----	------	---

:Reliability

**:Split-Half Coefficient**



: (Spearman-Brown Coefficient)

$$\left( \right) \frac{r^2}{r+1} = \quad (13)$$

(0.868458 - 0.786481)

.(0.81978)

(13)

( )

0.000	0.786481	0.6481	9	
0.000	0.817757	0.6917	5	
0.000	0.791468	0.6549	5	
0.000	0.787732	0.6498	6	
0.000	0.800672	0.6676	6	
0.000	0.868458	0.7675	5	
0.000	0.81978	0.6946	36	

0.361 28 0.05 r

**:Cronbach's Alpha**

(14)

(0.8821 - 0.7372)

.0.8436

(14)

( )

0.7372	9	
0.7955	5	
0.8202	5	
0.7797	6	
0.9021	6	
0.8821	5	
0.8436	36	

\_\_\_\_\_

SPSS

:	
.	-1
.	-2
.	-3
-	-4
( 1- Sample K-S)	
One sample T-test	-5
(t)	-6
.(One Way Anova)	-7

## نتائج الدراسة الميدانية وتفسيرها



((1- Sample K-S) - )

-

(15)  
 ( sig. > 0.05 ) (0.05= $\alpha$ )

(15)

(1-Sample Kolmogorov-Smirnov test)

	Z	
0.401	0.894	
0.236	1.033	
0.204	1.068	
0.073	1.286	
0.248	1.021	
0.481	0.840	
0.360	0.924	

-: \_\_\_\_\_

(One Sample T test) (T)

(t)

(1.97) -t -t  
 ) (0.05= $\alpha$ ) "201"  
 .(% 60 0.05

(-1.97) -t -t  
 (0.05= $\alpha$ ) ) (0.05= $\alpha$ ) "201"

(% 60  
.(0.05= $\alpha$ )

:

(16)

( )

(0.05= $\alpha$ )

"%60"

"

"

(% 42.81)

"3"

(2.14)

(20.76-)

-t

"%60"

(0.000)

(1.97-)

-t

.(0.05= $\alpha$ )

درجة الاستعداد لمواجهة الأزمات

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	t										
0.000	-15.88	36.93	1.85	4.0	5.9	5.0	41.1	41.1		1	
0.000	-20.60	33.47	1.67	2.5	4.0	4.0	37.6	52.0		2	
0.000	-3.95	53.76	2.69	14.9	35.1	19.8	35.1	14.9		3	
0.000	-5.73	51.19	2.56	5.0	16.8	22.8	40.1	15.3		4	
0.000	-14.07	40.10	2.00	2.0	9.4	10.4	43.6	34.7		5	
0.000	-13.74	40.10	2.00	2.5	9.4	9.9	42.6	35.6		6	
0.000	-11.62	43.17	2.16	3.5	9.9	11.4	49.5	25.7		7	
0.000	-13.66	40.50	2.02	1.0	13.4	6.4	45.5	33.7		8	
0.000	-9.14	46.04	2.30	2.5	15.3	17.3	39.6	25.2		9	
0.000	-20.76	42.81	2.14								

1.99

0.05

(201)

t

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(12 11 10)

(

"%60"

(0.05=α)

(0.05=α)

"%60"

"3"

(3.18)

(0.000)

"%60"

(% 63.60)

(0.05= $\alpha$ )

(%36.4)

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0.000	-5.81	50.00	2.50	4.5	23.3	15.3	31.7	25.2		10	
0.000	-4.27	52.77	2.64	4.0	27.7	17.3	30.2	20.8		11	
0.000	-5.53	51.29	2.56	3.5	20.8	23.3	33.7	18.8		12	
0.000	14.39	80.00	4.00	29.7	55.0	5.4	5.4	4.5		13	
0.000	17.42	83.96	4.20	42.6	47.0	2.5	3.5	4.5		14	
0.000	3.62	63.60	3.18								

1.99

0.05

(201)

t

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"%60"

(0.05= $\alpha$ )

(0.05= $\alpha$ )

"%60"

:(%66.0)

"3"

(3.30)

6.29

-t

"%60"

0.000

1.97

-t

(0.05= $\alpha$ )

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0.000	-3.84	53.86	2.69	5.0	25.2	17.3	39.1	13.4		15		
0.000	4.03	66.83	3.34	15.3	40.1	16.8	18.8	8.9		16		
0.000	3.04	65.05	3.25	10.9	42.6	17.3	19.3	9.9		17		
0.000	9.43	74.55	3.73	21.3	52.0	11.9	7.9	6.9		18		
0.000	5.70	69.70	3.49	20.3	40.1	15.3	16.3	7.9		19		
0.000	6.29	66.00	3.30									

1.99

0.05

(201)

t

( \_\_\_\_\_ ) :

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(20) (

(0.05= $\alpha$ ) "%60"

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(22) (0.05= $\alpha$ )

"%60"

(0.05= $\alpha$ )

.

(0.05= $\alpha$ )

0.689

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0.000	5.06	67.92	3.40	12.4	47.0	13.4	22.3	5.0		22	
0.184	1.33	62.28	3.11	9.4	40.1	14.4	24.8	11.4		25	
0.800	0.25	60.40	3.02	6.4	33.2	26.2	24.3	9.9		21	
0.669	-0.43	59.31	2.97	10.4	24.3	25.7	30.7	8.9		24	
0.055	-1.93	56.83	2.84	8.9	23.8	20.3	36.6	10.4		23	
0.000	-5.71	50.79	2.54	6.4	18.3	13.4	46.5	15.3		20	
0.689	-0.40	59.59	2.98								

1.99

0.05

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t

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(0.05=α)

"%60"

(31 30)

(0.05=α)

(0.05=α)

"%60"

" (%58.42)

" (%57.62)

.(%51.29)

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(% 62.18)

"3"

(3.11)

(2.42)  
(0.000)

-t "60"  
(1.97)

-t  
(0.05= $\alpha$ )

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(2002 )

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0.000	-5.29	51.29	2.56	5.9	19.8	17.3	38.6	18.3		26	
0.001	3.30	65.45	3.27	13.4	37.6	19.8	21.3	7.9		27	
0.000	9.62	73.27	3.66	12.9	59.4	13.9	8.9	5.0		28	
0.000	4.71	67.03	3.35	7.4	50.5	18.8	16.3	6.9		29	
0.142	-1.48	57.62	2.88	3.5	36.6	17.3	29.7	12.9		30	
0.330	-0.98	58.42	2.92	4.0	37.6	17.8	27.7	12.9		31	
0.017	2.42	62.18	3.11								

1.99

0.05

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t



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(21)

(0.05= $\alpha$ )

"%60"

(% 42.52)

"3"

(2.38)

(10.48-)

-t

"%60"

0.000

1.97-

-t

(0.05= $\alpha$ )

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(21)

(التعلم)

	t										
0.000	-6.01	49.80	2.49	3.0	26.7	10.9	35.1	24.3		32	
0.000	-10.55	44.55	2.23	2.5	11.9	17.3	42.6	25.7		33	
0.000	-12.59	41.78	2.09	2.0	11.4	11.4	44.1	31.2		34	
0.016	-2.43	55.94	2.80	5.4	31.2	15.3	33.7	14.4		35	
0.000	-9.35	45.54	2.28	3.5	12.9	18.3	38.6	26.7		36	
0.000	-10.48	47.52	2.38								

0.05

(201)

t

-:

(0.05= $\alpha$ )

(22)

0.138                      -r                      0.359  
\_\_\_\_\_                      (0.05= $\alpha$ )                      0.000  
(0.05= $\alpha$ )                      \_\_\_\_\_

(2002 )

(22)

0.538	0.298	-0.072	0.064	0.359	"r"	درجة الاستعداد لمواجهة الأزمات
0.000	0.000	0.307	0.362	0.000		
202	202	202	202	202		
	0.138	200	0.05		r	

$$\begin{array}{rcc}
 & & -: \\
 & & (0.05=\alpha) \\
 & \cdot & \\
 0.064 & & (22) \\
 & 0.138 & -r \\
 \hline & & (0.05=\alpha) \quad 0.362 \\
 & (0.05=\alpha) & \\
 & \cdot &
 \end{array}$$

-:

$$\begin{array}{rcc}
 & & -: \\
 & & (0.05=\alpha) \\
 & \cdot & \\
 0.072 & & (22) \\
 & 0.138 & -r \\
 \hline & & (0.05=\alpha) \quad 0.307 \\
 & (0.05=\alpha) & \\
 & \cdot &
 \end{array}$$

-:

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(0.05= $\alpha$ )

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(22)

0.138

-r

0.289

(0.05= $\alpha$ )

0.000

(0.05= $\alpha$ )

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$$\begin{array}{r}
 0.538 \\
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 0.138 \\
 \hline
 \end{array}
 \begin{array}{l}
 (22) \\
 -r \\
 (0.05=\alpha) \\
 (0.05=\alpha)
 \end{array}
 \begin{array}{l}
 -: \\
 (0.05=\alpha) \\
 0.000
 \end{array}$$

$(0.05=\alpha)$

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$(0.05=\alpha)$

:1-6

(T-test)

(23)

$(0.05=\alpha)$

\_\_\_\_\_ (0.05= $\alpha$ ) 0.935  
(0.05= $\alpha$ )

(23)

t

	t					
0.825	0.221	0.59236	2.1459	147		
		0.58328	2.1253	55		
0.874	0.158	0.71504	3.1850	147		
		0.69257	3.1673	55		
0.295	1.050	0.65987	3.3306	147		
		0.72344	3.2182	55		
0.413	- 0.821	0.71428	2.9535	147		
		0.77756	3.0485	55		
0.872	0.162	0.60439	3.1134	147		
		0.73541	3.0970	55		
0.779	- 0.281	0.83825	2.3660	147		
		0.87474	2.4036	55		
0.935	0.082	0.36463	2.7812	147		
		0.41911	2.7763	55		

1.97 "200 " 0.05 t

(0.05= $\alpha$ )

:2-6

(One Way

Anova)

(24)

(0.05= $\alpha$ )

0.356                      -F

(0.05= $\alpha$ )                      2.65                      -F

\_\_\_\_\_ (0.05= $\alpha$ )                      0.785

(0.05= $\alpha$ )

% 90.5      ( 50-20)

.      (3)

(24)

	F					
		51	50 - 41	40 -31	30- 20	
0.539	0.723	2.2222	2.2004	2.0675	2.1614	
0.537	0.727	3.1579	3.1176	3.1443	3.3019	
0.567	0.677	3.1158	3.3686	3.2835	3.3245	
0.110	2.035	2.8421	2.7941	3.0759	3.0629	
0.710	0.460	3.1053	3.0196	3.1477	3.1384	
0.735	0.426	2.4316	2.4627	2.2987	2.3887	
<b>0.785</b>	<b>0.356</b>	<b>2.7558</b>	<b>2.7620</b>	<b>2.7662</b>	<b>2.8260</b>	-

2.65      0.05                      (198 3)                      F

(0.05= $\alpha$ )                      :3-5

(One Way

Anova)



(25)

(0.05= $\alpha$ )

-F

2.65

-F

0.558

(0.05= $\alpha$ )

(0.05= $\alpha$ )

(0.05= $\alpha$ )

%36.1

(4)

(25)

	F					
		16	15 - 11	10 - 6	5	
0.623	0.588	2.1860	2.2137	2.1395	2.0746	
0.742	0.416	3.2419	3.1436	3.0979	3.2164	
0.194	1.586	3.2465	3.4769	3.1702	3.3205	
0.660	0.534	2.8953	3.0641	2.9220	3.0205	
0.672	0.515	3.0388	3.0897	3.2021	3.1005	
0.606	0.615	2.3860	2.4718	2.2383	2.4082	
<b>0.643</b>	<b>0.558</b>	<b>2.7681</b>	<b>2.8419</b>	<b>2.7370</b>	<b>2.7812</b>	-

2.65

0.05

(198 3)

F

(0.05= $\alpha$ )

:4-5

(One Way

Anova)

(26)

(0.05= $\alpha$ )

-F

2.42                      -F                      1.021

"199 4"                      (0.05= $\alpha$ )

\_\_\_\_\_                      (0.05= $\alpha$ )                      0.398

(0.05= $\alpha$ )

(26)

	<b>F</b>						
0.059	2.316	2.4028	2.2029	2.1940	1.9145	2.0606	
0.204	1.499	3.4375	3.0522	3.2169	3.0077	3.2545	
0.139	1.756	3.4250	3.2522	3.1356	3.4000	3.4327	
0.550	0.764	2.7917	2.9420	2.9492	3.1667	3.0091	
0.216	1.459	3.4062	2.9783	3.0819	3.1731	3.1303	
0.165	1.643	2.5875	2.4870	2.4542	2.0615	2.2873	
<b>0.398</b>	<b>1.021</b>	<b>2.9462</b>	<b>2.7585</b>	<b>2.7768</b>	<b>2.7115</b>	<b>2.7848</b>	

2.42

0.05

(199 4)

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## النتائج والتوصيات



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# الملاحق

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#	البعء	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
<b>درجة الاستعداد لمواجهة الأزمات</b>						
1						
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9						
<b>العلاقات الشخصية بين الرؤساء والمرؤوسين</b>						
10						
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12						
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14						
<b>مشاركة العاملين في اتخاذ القرارات وحل مشاكل العمل</b>						
15						
16						
17						يشارك العاملون في حل الأزمات كل حسب طبيعة عمله.
18						

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عدم التحفظ في عرض المشاكل						
						20
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التفكير الابتكاري في حل المشاكل						
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التعلم						
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**شاكربن لكم حسن تعاونكم**