

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



# أثر الثقافة التنظيمية على مستوى الأداء الوظيفي

" دراسة تطبيقية على شركة الاتصالات " Paltel " في فلسطين "

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بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ

" وَقُلْ اَعْمَلُوا فِی سَبِیْلِ اللّٰهِ عَمَلًا وَّوَسَّوْا  
وَالْمُؤْمِنُوْنَ وَسْتَرِّدُوْنَ اِلَىٰ عَالَمِ الْغِیْبِ وَالشَّهَادَةِ  
فَیُنَبِّئُكُمْ بِمَا كُنْتُمْ تَعْمَلُوْنَ "

﴿ 105 : ﴾



صدق الله العظيم

# الإهداء

إلى روح والدي الطاهرة

إلى والدتي أمد الله في عمرها

إلى إخوتي وأخواتي

إلى زوجتي ورفيقة دربي

إلى أبنائي وأحبائي/

عاصم ونادين

## شکر و تقدیر

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## فهرس المحتويات

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<b>33</b>		<b>3.1</b>
<b>34</b>		<b>3.2</b>
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<b>Paltel :</b>		
<b>43</b>	<b>" Paltel Group "</b>	<b>4.1</b>
<b>44</b>		<b>4.2</b>
<b>46</b>		<b>4.3</b>
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<b>52</b>		<b>5.1</b>
<b>55</b>		<b>5.2</b>
<b>70</b>		<b>5.3</b>
<b>74</b>		<b>5.4</b>
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<b>76</b>		<b>6.1</b>
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<b>99</b>	<b>7.1</b>
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## فهرس الجدول

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<b>99</b>	(1-Sample Kolmogorov-Smirnov)	<b>( 27 )</b>
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<b>124</b>	.( ) ( )	<b>( 34 )</b>
<b>128</b>	.( ) ( )	<b>( 35 )</b>
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<b>157</b>		<b>( 52 )</b>

## فهرس الأشكال

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## ABSTRACT

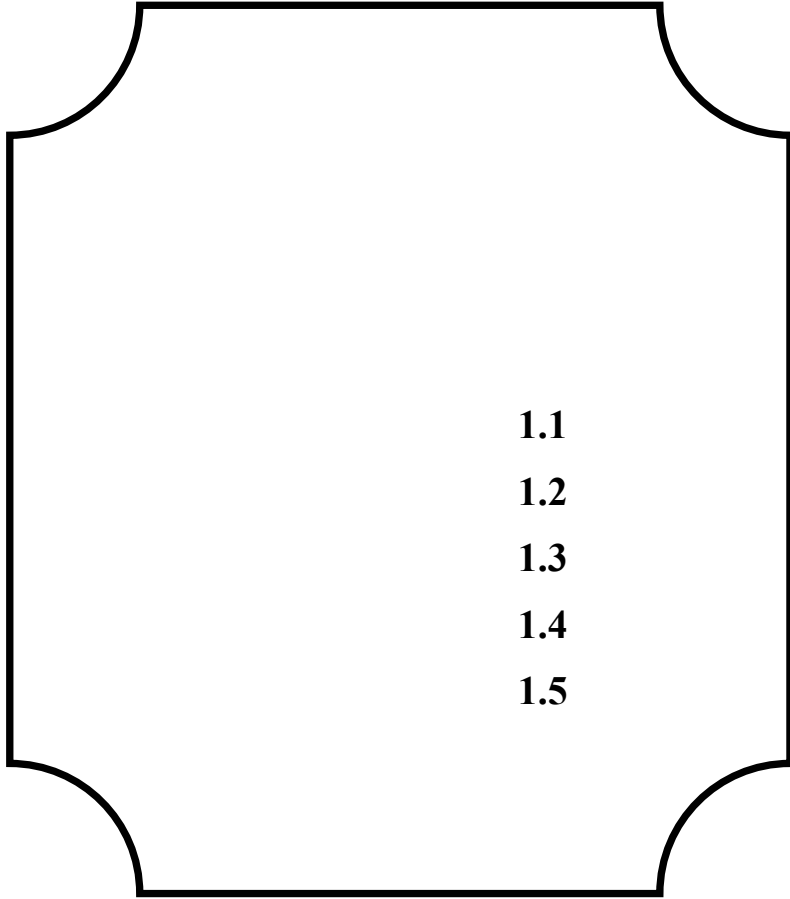
The purpose of the study was to show the impact of the organizational culture on the professional performance of the employees working at the Palestinian Telecommunication Company (Paltel). In addition, the study aims at identifying organizational culture at Paltel, then recognizing the professional performance of its employees.

The researcher was used the questionnaire as a data collection tool; it was given to a random sample of (312) employees who make up only (20%) of the (1561) members of the study population. Out of the (312) informants only (79.48 %) responded to the questionnaire. The researcher was also followed the descriptive and analytical approach in order to substantiate for the study hypotheses.

- The study was shown that there is a positive impact of the organizational culture on the professional performance of the employees working at the Palestinian Telecommunication Company (Paltel).
- The study was also shown that there is a significant statistical evidence between the organizational culture which comprises the following elements: policies and procedures, rules and regulations, measures and criteria, behavioral types, organizational values and expectations, and organizational convictions and tendencies.
- The study has also revealed that there was an urgent need for developing the employees' creative skills in order to catch up the new changes and developments.

Finally the study was come up with the following recommendations:

- The company board and personnel department should stress the importance of organizational culture because this will be positively reflected on the professional performance of the employees.
- The employees should stress the importance of the creative values that contribute to the increased level of administrative efficiency.
- The employees should stress the importance of the behavioral patterns that contribute to reinforce the status and evolution of the company.



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Independent Variables -1

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- Organizational Values ◆
- Behavioral Styles ◆
- Policies and Procedures ◆
- Organizational Convictions ◆
- Organizational Tendencies ◆
- Rules and Regulations ◆
- Criteria and Measures ◆
- Organizational Expectations ◆
- Personal Characteristic ◆

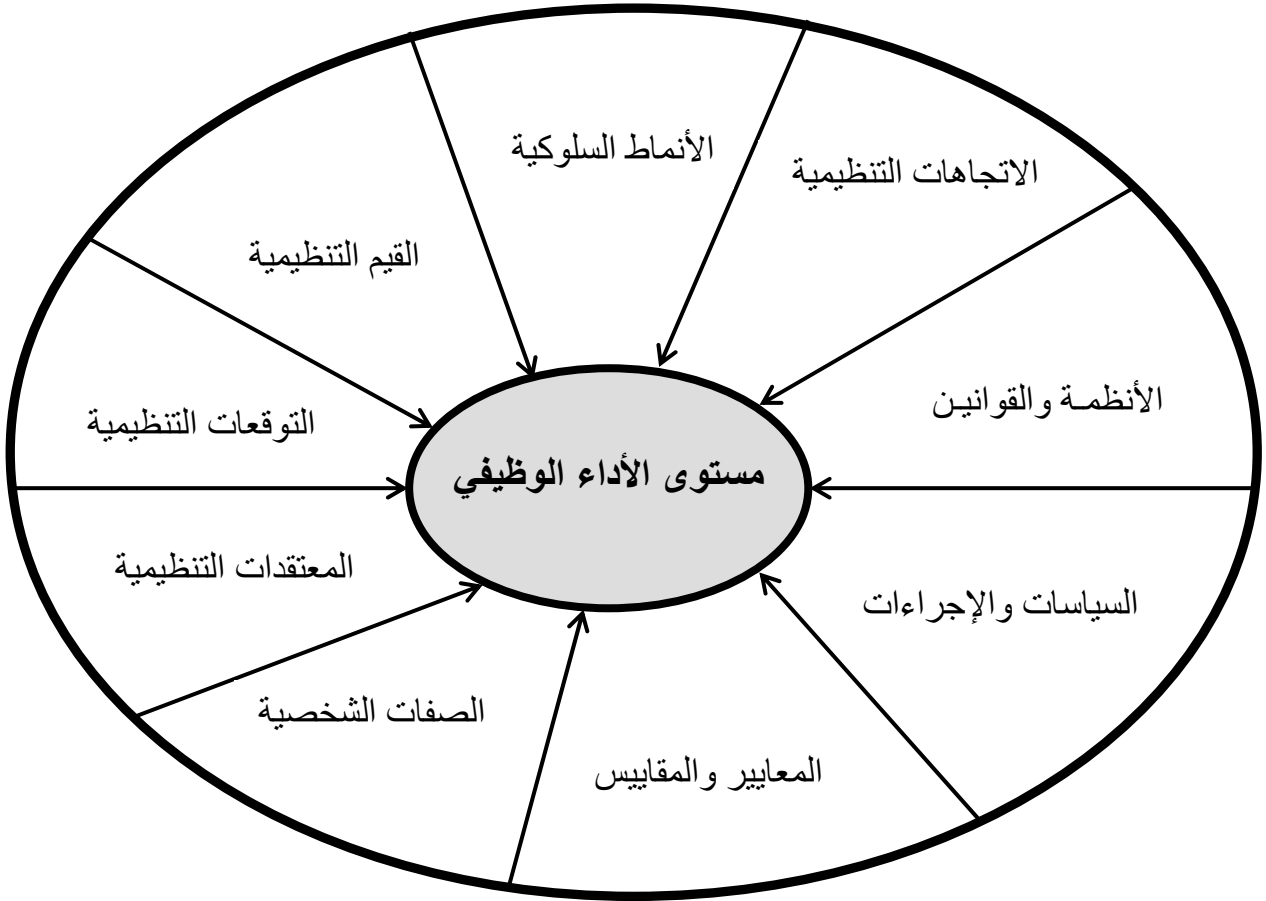
Dependent Variable -2

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**الثقافة التنظيمية**  
**Organizational Culture**

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- 2.7
- 2.8
- 2.9
- 2.10
- 2.11

## Concept of Organizational Culture

## 2.1

(311 2002 )

.(17 1995 )

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.(309 2002

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.(151 2001 )"

" ( **Kurt Lewin** )

.(327 2004 )"

" **Wheelen**  
).(397 1995 )"

" **Gibson**

.(327 2004 )"

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(627 2004 )"

( Schermarborn ) -

.(397 1995 ) "

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.(286 1998 ) "

" (Kossen) -

.(311 2002 ) "

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## Importance of Organizational Culture

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.(630 2004 ).

.(360 2000 )

**Robert Waterman & Toom Peters**

**Allan Kennedy**

**Terrence Deal**

2000 )

.(151

.(398-397 1995 ) .

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.(314-313 2002 ).

**Factors of Organizational Culture 2.3**

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**Organizational Values -1**

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**Organizational Values**

.(399 1995 ).

.(312 2002 ) ..

**Organizational Beliefs -2**

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(400 1995

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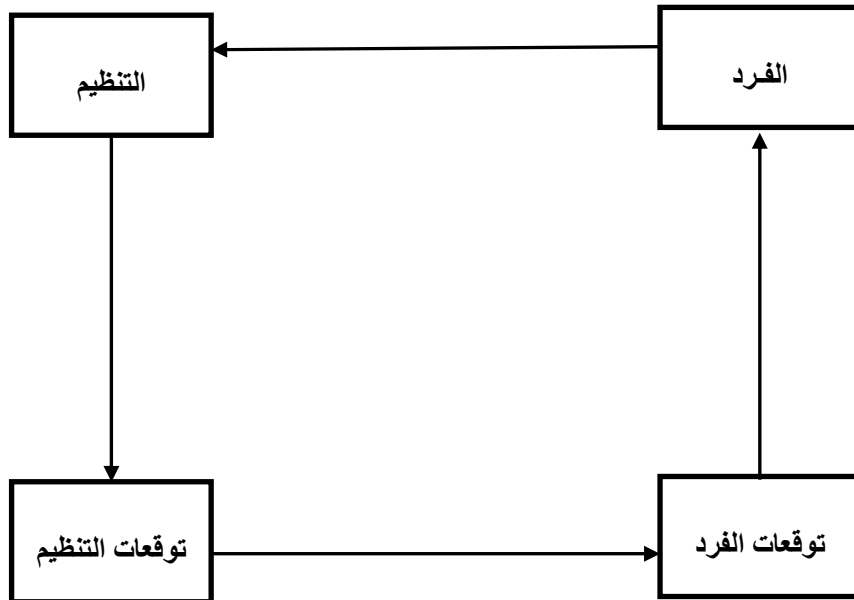
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.(227 2000 ).

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## Norms

.(227 200 )

## Levels of Organizational Culture

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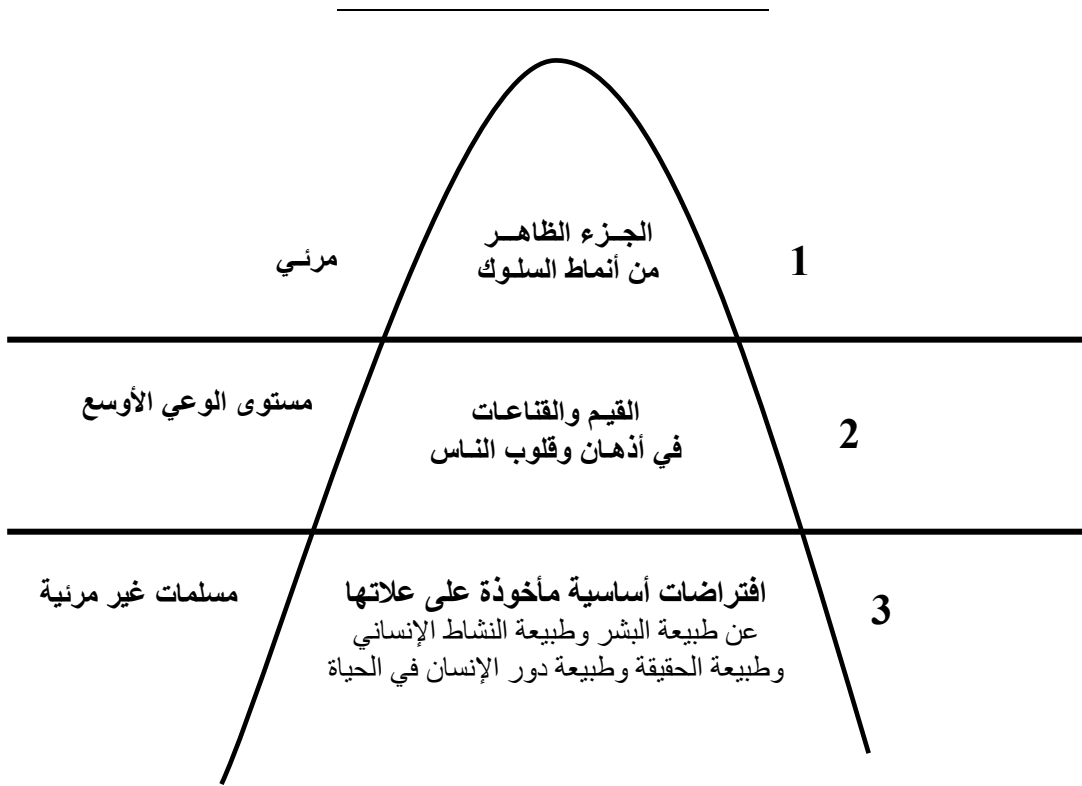
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(292 - 291 2002 ) .

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.(292 2002

## Types of Organizational Culture

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**Power Culture** :

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**Power Culture**

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.(295 2002

**Role Culture** :

**(2)** \_\_\_\_\_

**Role Culture**

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-4	-4
-5	-5
-6	-6

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.(296 2002

**Support Culture**

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**(3)** \_\_\_\_\_

**Support Culture**

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.(297 2002



**Achievement Culture :**

**(4) \_\_\_\_\_**

**Achievement Culture**

-1	-1
-2	-2
-3	-3
-4	-4
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.(298 2002

: (317-316 2002)

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-316 2002 ).

.(317

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**Informality**

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.(559 1992 )

**-: (Ellen Wallach )**

**-: Bureaucratic Culture -1**

Hierarchical

Power Control

.( Hodgetts& Krock, P. 450)

**Innovative Cultures** -2

. ( Hodgetts& Krock, P. 450)

**Supportive Cultures** -3

( Hodgetts& Krock, P.450)

Equitable

" Paltel "

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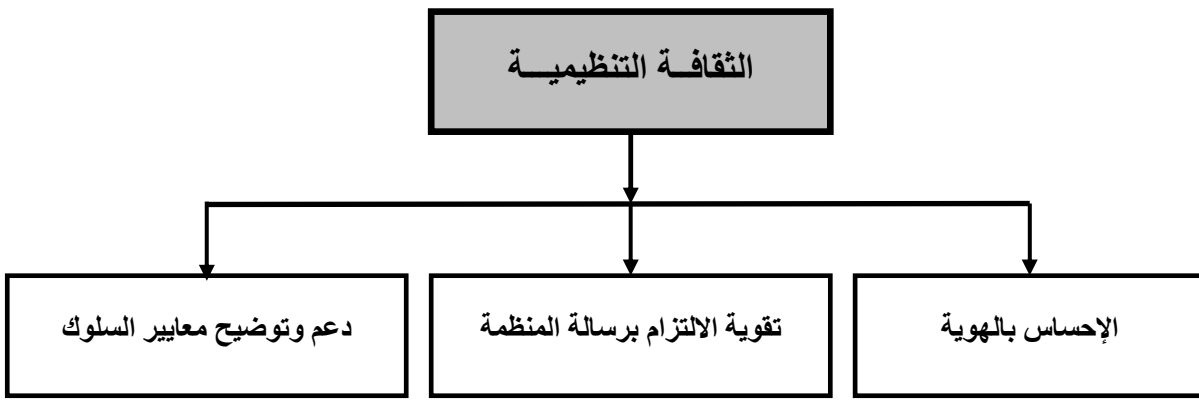
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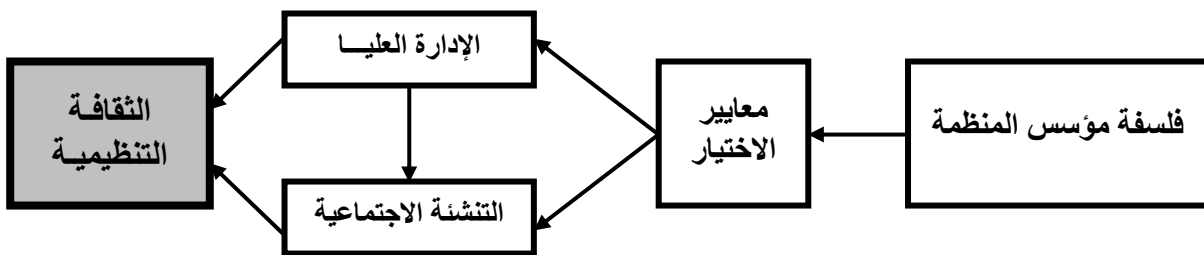
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.(338 2003

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Company Founder

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Experience with the Environment

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.(638 2004

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**Contact with others**

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.(638 2004 )

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.(319 2004 )

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(319 2004 ) .

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.(320 2004 ) .

## Tools for Transmitting Culture

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**Symbols** -1

.(639 2004 ) .

**Stories** -2

.(640 2004 )

**Jargon** -3

.(640 2004 ) .

**Ceremonies** -4

.(641 2004 )

**Language** -5

.(332 2004 )

**Rites** -6

.(332 2004 )



## Changing Organizational Culture

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### Porter and Steers

(319-318 2004 ) :

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**(Edger Schein)**

**Transformational Leadership**

**( Schein )**

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.(338 2004 )

(339 2004 )

**Culture and Effectiveness**

(Peters &Waterman )

( Jay Barney )

Valuable

(339 2004 )

Rare

(340 2004 )

**Culture and Organization Structure**

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.(340 2004 )

### **Culture and Commitment**

.(340 2004 )

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.(642 2004 )

**الأداء الوظيفي**  
**Professional Performance**

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.(209 2001 )

.(19 1999 )

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.(219 2004 ).

.(11 1996 )

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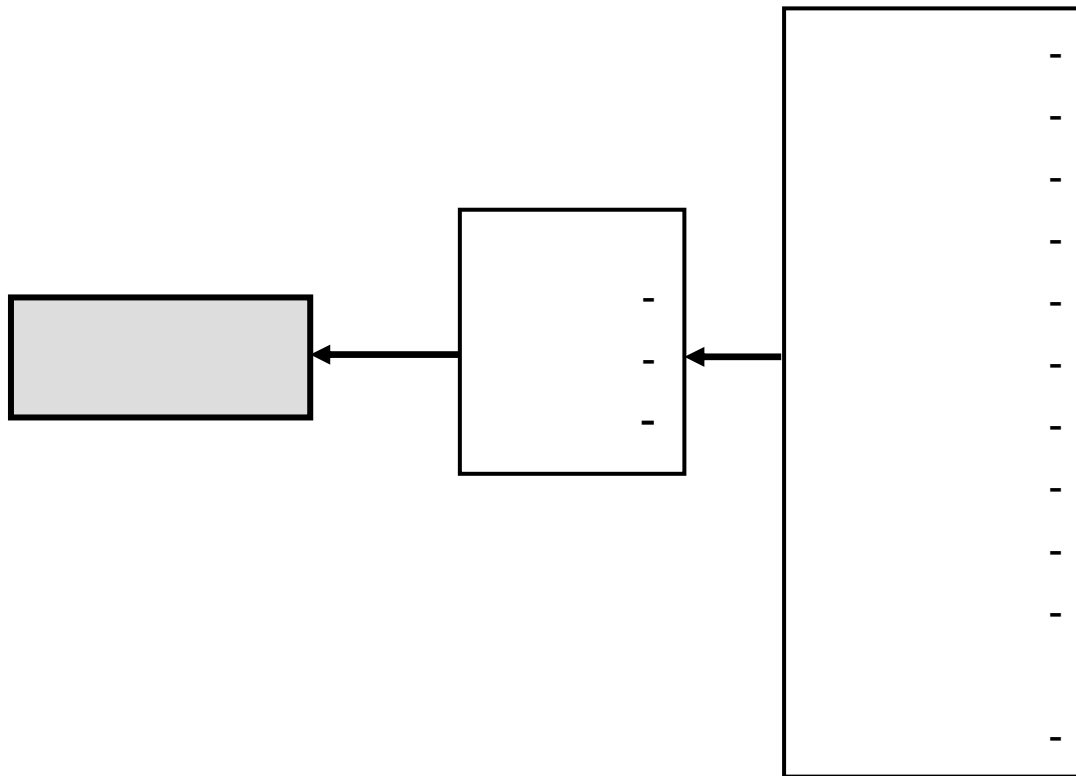
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.(210 2001 ).



.(211 2001 )

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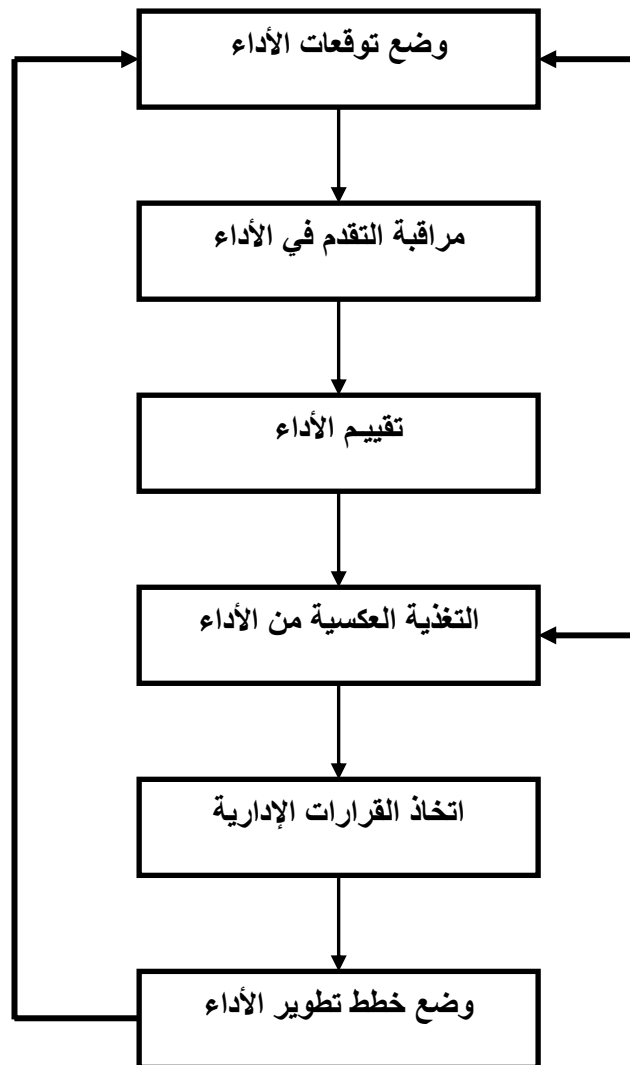
**3.5**

.(88-87 1996 ) -:

<b>Promotion and Transfers</b>	<b>-1</b>
<b>Evaluation of Supervisor and Managers</b>	<b>-2</b>
<b>Wage and salary Adjustments</b>	<b>-3</b>
<b>Yardsticks or Criteria</b>	<b>-4</b>
<b>Counseling</b>	<b>-5</b>
<b>Requiring Acquaintance</b>	<b>-6</b>
<b>Discovering of Training Needs</b>	<b>-7</b>

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. (206 2003

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## Criteria Performance Appraisal

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### Performance Standards

.(203 2003 )

.(204 2003 ) :

**:Validity** -1

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**: Discrimination** -3

**: Easiness** -4

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.(109 1996 )

.(108 1996 )

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.(108 1996 )

**شركة الاتصالات الفلسطينية**  
**" Paltel "**

<b>" Paltel Group "</b>	<b>4.1</b>
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( Paltel Group)

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(www.paltel.ps ) :

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- . :( Hadara ) -
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.(www.paltel.ps ) :

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545	533	518	499	498	460	345	74	
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(www.paltel.ps ) :

Name of Service اسم الخدمة	
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Conference Call	(2)
	(3)
	(4)
(*41)	(5)
(*42)	(6)
Waiting Call	(7)
	(8)
( 19xx ) Audio Text	(9)
Follow ME	(10)
( 175 )	(11)
	(12)
ISDN	(13)
Leased Lines	(14)
( Toll Free Number ) 1 – 1800	(15)
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## **Literature Review**

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( Lok & Crawford, 2004 )

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The Effect of Organizational Culture and Leadership  
Style on Job Satisfaction Commitment

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317

( 118 219 )

( Lee & Yu, 2004 ) .28

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Corporate Culture and Organization Performance

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( Lund, 2003 ) .29

**" Organizational Culture and Job Satisfaction "**

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( Parker, Bradly, 2000 ) .30

**Organizational Culture in the public Sector: Evidence  
from six Organization**

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6 (530 )

( Helms and Stern, 2001 ) .31

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42

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**:( Joseph & other, 1999 ) .32**

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**( Vandenberghe & Pelro, 1999 ) .33**

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( Paltel )

## **The Methodology**

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**6.2**

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**-1**

(Statistical Package for Social Science) SPSS

**-2**

"

" Paltel "

( 1561 )

(7)

1317	421	896	
244	48	196	
1561	469	1092	
%100	% 30.04	% 69.96	

المصدر: إدارة الشؤون الإدارية والموارد البشرية، شركة الاتصالات الفلسطينية، 2008م.

(7)

(469)

(1092)

( )

(7)

(1561) ( )

6.4

(1561)

(%20)

(312)

( )

(248)

(2008/ )

(4)

(244)

:

\_\_\_\_\_

(8)\_\_\_\_\_

81.1	198	
18.9	46	
100.0	244	

%18.9

% 81.1 (8)

)

(

:

(9)

13.9	34	
86.1	210	
100.0	244	

%86.1

%13.9 (9)

: \_\_\_\_\_

(10)

18.0	44	30
48.8	119	40-31
27.0	66	50-41
6.1	15	51
100.0	244	

30

%18.0 (10)

%27.0

40-31

%48.8

51

%6.1

50-41

**%82** (10)

31

: \_\_\_\_\_

**( 11 )** \_\_\_\_\_

<b>2.5</b>	<b>6</b>	
<b>16.0</b>	<b>39</b>	
<b>71.3</b>	<b>174</b>	
<b>10.2</b>	<b>25</b>	
<b>0</b>	<b>0</b>	
<b>100.0</b>	<b>244</b>	

%16.0 " " %2.5 (11)  
" %71.3 "  
" " %10.2 "  
(11)  
(10.2) (%71.3)  
%81.5

: \_\_\_\_\_

**( 12 )** \_\_\_\_\_

<b>65.6</b>	<b>160</b>	
<b>34.4</b>	<b>84</b>	
<b>100.0</b>	<b>244</b>	

%34.4 %65.6 (12)

\_\_\_\_\_:

(13)

0.8	2	
1.6	4	
13.1	32	
23.8	58	
16.0	39	
44.7	109	
100.0	244	

" " %0.8 (13)  
%13.1 " " %1.6  
" %23.8 " "  
%44.7 " " %16.0 "  
" "  
" " " " "  
" " " " "



: 6.5

:

-1

-2

-3

-4

-5

-6

:

) :

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54

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

.1

.2

.3

.4

.5

.6

.7

.8

28

\_\_\_\_\_ :



:

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	

: **6.6**

:

:

: **-1**

:

**-2**

30

:( )

•

) (22)      (15)      ( )

:

(

(15)

( )

<b>0.038</b>	<b>0.381</b>	.	<b>1</b>
<b>0.004</b>	<b>0.505</b>	.	<b>2</b>
<b>0.000</b>	<b>0.737</b>	.	<b>3</b>
<b>0.001</b>	<b>0.568</b>	.	<b>4</b>
<b>0.028</b>	<b>0.401</b>	.	<b>5</b>
<b>0.001</b>	<b>0.592</b>	.	<b>6</b>
<b>0.003</b>	<b>0.522</b>	.	<b>7</b>
<b>0.001</b>	<b>0.593</b>	.	<b>8</b>

0.361 28 0.05 r

( )

(15)

( )

r

( 0.737 0.381 )

28

0.05

r

0.05

0.361

(16) \_\_\_\_\_

( )

<b>0.027</b>	<b>0.404</b>	.	<b>9</b>
<b>0.015</b>	<b>0.439</b>	.	<b>10</b>
<b>0.013</b>	<b>0.447</b>	.	<b>11</b>
<b>0.042</b>	<b>0.373</b>	.	<b>12</b>
<b>0.006</b>	<b>0.486</b>	.	<b>13</b>
<b>0.012</b>	<b>0.451</b>	.	<b>14</b>

0.361 28 0.05 r

( )

(16) \_\_\_\_\_

( )

r

( 0.486 0.373 )

28

0.05

r

0.05

0.361

(17) \_\_\_\_\_

( )

<b>0.002</b>	<b>0.541</b>	.	<b>15</b>
<b>0.038</b>	<b>0.381</b>	.	<b>16</b>
<b>0.017</b>	<b>0.434</b>	.	<b>17</b>
<b>0.025</b>	<b>0.410</b>	.	<b>18</b>
<b>0.001</b>	<b>0.575</b>	.	<b>19</b>
<b>0.000</b>	<b>0.706</b>	.	<b>20</b>

0.361 28 0.05 r

( )

(17) \_\_\_\_\_

( )

r

( 0.706 0.381 )

28

0.05

r

0.05

0.361

(18)

( )

0.008	0.474	.	21
0.031	0.396	.	22
0.016	0.437	.	23
0.003	0.528	.	24
0.006	0.493	.	25
0.001	0.595	.	26
0.002	0.551	.	27
0.000	0.664	.	28
0.048	0.364	.	29
0.000	0.688	.	30
0.003	0.524	.	31
0.015	0.441	.	32

0.361 28 0.05 r

( )

(18)

( )

( 0.688 0.364 )

r

28

0.05

r

0.05

0.361

(19)

( )

<b>0.001</b>	<b>0.585</b>		<b>33</b>
<b>0.002</b>	<b>0.543</b>		<b>34</b>
<b>0.033</b>	<b>0.391</b>		<b>35</b>
<b>0.005</b>	<b>0.500</b>		<b>36</b>
<b>0.012</b>	<b>0.454</b>		<b>37</b>

0.361 28 0.05 r

( ) (19)

( )

( 0.585 0.391 )

28 0.05 r r  
0.05 0.361

(20)

( )

<b>0.003</b>	<b>0.522</b>		<b>38</b>
<b>0.001</b>	<b>0.570</b>		<b>39</b>
<b>0.049</b>	<b>0.362</b>		<b>40</b>
<b>0.000</b>	<b>0.611</b>		<b>41</b>
<b>0.000</b>	<b>0.844</b>		<b>42</b>

0.361 28 0.05 r

( ) (20)

( )

( 0.844 0.362 )

28 0.05 r r

0.05 0.361

(21) \_\_\_\_\_

( )

0.001	0.559		43
0.014	0.443		44
0.000	0.641		45
0.000	0.657		46
0.000	0.742		47
0.101	0.305		48

0.361 28 0.05 r

( )

(21) \_\_\_\_\_

( )

r

( 0.742 0.305 )

28

0.05

r

0.05

0.361



(22) \_\_\_\_\_

( )

<b>0.003</b>	<b>0.517</b>	.	<b>49</b>
<b>0.000</b>	<b>0.709</b>	.	<b>50</b>
<b>0.000</b>	<b>0.700</b>	.	<b>51</b>
<b>0.001</b>	<b>0.554</b>	.	<b>52</b>
<b>0.000</b>	<b>0.646</b>	.	<b>53</b>
<b>0.002</b>	<b>0.549</b>	.	<b>54</b>

0.361 28 0.05 r

( )

(22) \_\_\_\_\_

( )

r

( 0.709 0.517 )

28

0.05

r

0.05

0.361

( )

•

(23)

( )

مستوى المعنوية	معامل الارتباط	الفقرة	مسلسل
0.001	0.583	.	55
0.000	0.757	.	56
0.004	0.510	.	57
0.049	0.362	.	58
0.005	0.497	.	59
0.012	0.451	.	60
0.000	0.663	.	61
0.000	0.820	.	62
0.001	0.595	.	63
0.012	0.451	.	64
0.003	0.525	.	65
0.010	0.463	.	66
0.004	0.513	.	67
0.003	0.522	.	68
0.000	0.673	.	69
0.000	0.604	.	70
0.000	0.679	.	71
0.028	0.401	.	72

مستوى المعنوية	معامل الارتباط	الفقرة	مسلسل
0.004	0.508		73
0.003	0.527		74
0.003	0.531		75
0.000	0.751		76
0.002	0.535		77
0.000	0.816		78
0.000	0.836		79
0.000	0.822		80
0.000	0.614		81
0.000	0.742		82

0.361 28 0.05 r

: (23) \_\_\_\_\_  
 ( )  
 r (0.05) (0.836 0.362)  
 28 0.05 r  
 0.361

(24)

.(0.05)

(24)

0.000	0.719		
0.001	0.580		
0.000	0.737		
0.000	0.891		
0.002	0.538		
0.000	0.794		
0.000	0.829		
0.000	0.846		
0.000	0.958		

0.361 28 0.05 r

Reliability

:Split-Half Coefficient (1

(Spearman-Brown Coefficient)

:

(25)

( )

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

0.05

(25)

( )

0.000	0.8437	0.9152		
0.000	0.8267	0.9051		
0.000	0.6921	0.8181		
0.000	0.7628	0.8654		
0.000	0.7165	0.8348		
0.000	0.7892	0.8822		
0.000	0.7924	0.8842		
0.000	0.8625	0.9262		
0.000	0.9078	0.8312		
0.000	0.8209	0.6963		
0.000	0.9620	0.9268		

0.361

28

0.05

r

Cronbach's Alpha

(2)

(26)

0.05

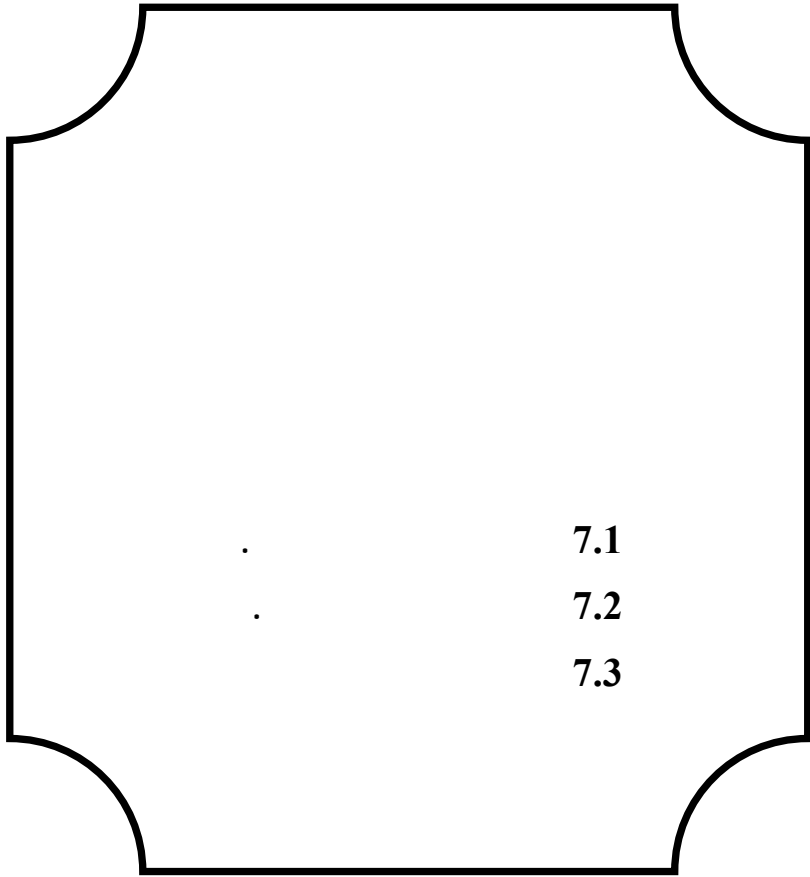
(26)

( )

0.9383	54		
0.9249	28		
0.9633	82	جميع الفقرات	

SPSS

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



- . 7.1
- . 7.2
- . 7.3

## 7.1 اختبار التوزيع الطبيعي

(اختبار كولمجروف- سمرنوف (1- Sample K-S))

-

(27)

(sig. > 0.05 ( 0.05 )

(27)

(1-Sample Kolmogorov-Smirnov)

	<i>Z</i>			
0.081	1.266	54		
0.223	1.047	28		
0.193	1.081	82		



## 7.2

(One Sample T test )

T

) 1.97	t	t
	( % 60	0.05
t	t	
( % 60	0.05	) -1.97
0.05		

: :

: .1

" "

(28) t

t

0.05

1.97

t

." %60 "

( 28 )

	t			الفقرة	رقم
0.000	12.359	87.13	4.36		1
0.000	11.046	84.75	4.24		2
0.000	6.529	77.87	3.89		3
0.000	7.009	76.89	3.84		4
0.000	11.954	82.05	4.10		5
0.000	12.062	81.56	4.08		6
0.000	5.385	78.03	3.90		7
0.000	6.157	78.20	3.91		8
0.000	10.547	80.81	4.04		

قيمة t الجدولية عند مستوى دلالة "0.05" ودرجة حرية "242" تساوي 1.97

**%87.13** **:(1)**          

t		t
	0.05	1.97

)

(2003

**%84.75** **:(2)**          

	t	
0.05	1.97	t

**%82.05** **:(5)**          

	t	
0.05	1.97	t

0.05 t % 81.56 :(6)  
1.97 t

0.05 t % 78.2 :(8)  
1.97 t

0.05 t %78.3 :(7)  
1.97 t

0.05 t % 77.87 :(3)  
1.97 t

**% 76.89**

**:(4)** \_\_\_\_\_

t

0.05

1.97

t

)

(2007 )

(

4.04

t " %60 "

%80.81

1.97

t

10.547

0.05

0.000

(2003 )

: .2

" "

(29) t

t

0.05 1.97 t

." %60 "

( 29 )

رقم	الفقرة	t			
9		5.871	75.90	3.80	0.000
10		10.872	79.92	4.00	0.000
11		14.328	83.20	4.16	0.000
12		12.530	81.48	4.07	0.000
13		4.477	76.39	3.82	0.000
14		8.474	78.36	3.92	0.000
		10.948	79.21	3.96	0.000

قيمة t الجدولية عند مستوى دلالة "0.05" ودرجة حرية "242" تساوي 1.97

:(11)

t

0.05 1.97 t

(2007 )

0.05 t %81.48 t  
1.97 t :(12)

t %79.92 t  
1.97 t :(10)  
0.05

(2006 )

0.05 t %78.36 t  
1.97 t :(14)

(2006 )

.  
t  
**%76.39** :**(13)** \_\_\_\_\_  
0.05 1.97 t

.  
t  
**%75.90** :**(9)** \_\_\_\_\_  
0.05 1.97 t

(2007 )

.  
t  
3.96  
" %60 " %79.21  
1.97 t 10.948  
0.05 0.000

(2006 )



: .3

" "

(30) t

t

0.05

1.97

t

." %60 "

( 30 )

				الفقرة	رقم
0.000	15.214	83.20	4.16		15
0.000	10.673	79.10	3.95		16
0.000	10.247	76.64	3.83		17
0.000	8.294	77.13	3.86		18
0.000	2.384	74.84	3.74		19
0.000	13.949	83.11	4.16		20
0.000	9.938	79.00	3.95		

1.97

"242"

"0.05"

t

%83.20

:(15)

t

0.05

1.97

t

(2006 )

(2003 )

**%83.11**

**:(20)**

t

0.05

1.97

t

**%77.13**

**:(16)**

t

0.05

t

1.97

(2007 )

)

(2001

**%77.13**

**:(18)**

t

1.97

t

0.05

(2003 )

t

**%76.64** **:(17)**

0.05 1.97

t

(2003 )

t

**%74.84** **:(19)**

1.97 0.05

t

(2007 )

3.95

t " %60 " %79.0

1.97 9.938

0.05 0.000

t

(2007 ) (2003 )  
.  
.

: .4

" "

(31) t

t

0.05

1.97

t

." %60 "

(31)

	t			الفقرة	رقم
0.000	8.708	80.49	4.02		21
0.000	12.669	85.57	4.28		22
0.000	11.574	82.95	4.15		23
0.000	12.584	84.34	4.22		24
0.000	14.578	91.31	4.57		25
0.000	13.039	81.39	4.07		26
0.000	7.792	77.70	3.89		27
0.000	10.569	79.92	4.00		28
0.000	4.996	74.10	3.70		29
0.000	13.680	82.79	4.14		30
0.000	4.128	72.13	3.61		31
0.000	13.884	87.13	4.36		32
0.000	12.658	81.65	4.08		

**%91.31** **:(25)**

t

0.05

1.97

t

(2007 )

**%87.13** **:(32)** \_\_\_\_\_

t

t

0.05

1.97

(2006 )

(2003 )

**%85.57** **:(22)** \_\_\_\_\_

t

0.05

1.97

t

(2007 )

.  
t %84.34 t :(24)  
0.05 1.97

(2007 )

.  
t %82.95 t :(23)  
0.05 1.97 t

(2007 )

.  
t %82.79 t :(30)

0.05

1.97

t

(2005 )

**%81.93**

**:(26)**

t

0.05

1.97

t

(2003 )

**%81.93**

**:(21)**

t

t

0.05

1.97

(2007 )



0.05 t %79.92 1.97 t :(28)

(Helms& Stern, 2001)

1.97 t %77.70 :(27) t 0.05

(2003 )

t %74.10 :(29) t 0.05 1.97

)

(2003

%72.13

:(31)

t

t

0.05

1.97

(2004 )

4.08

12.658

t " %60 "

% 81.65

0.000

1.97

t

0.05

(2003 )

: .5

" سيتم ترتيب الفقرات طبقاً للوزن النسبي الأكبر وليس حسب الترتيب التسلسلي "

(32) t

t

0.05

1.97

t

. " %60 "

( 32 )

رقم	الفقرة			
33		3.68	73.61	4.087
34		4.49	89.71	13.845
35		3.83	76.56	5.156
36		4.43	88.52	12.994
37		4.26	85.16	11.317
		4.13	82.69	10.547

1.97

"242"

"0.05"

t

%89.71

:(34)

t

1.97

t

0.05

(2003 )

**%88.52**

**:(36)**

t

1.97

t

0.05

(2007 )

**%85.16**

**:(37)**

t

0.05

1.97

t

(2007 )

**%76.56**

**:(35)**

1.97

t

t

0.05

(2001 )

%73.61

:(33)

t

0.05

1.97

t

(2006 )

4.13

t " %60 "

%82.69

1.97

t

10.547

0.05

0.000

(2003 )

(2004 )

: .6

" "

(33) t

t

0.05

1.97

t

." %60 "

( 33 ) \_\_\_\_\_

				الفقرة	رقم
0.000	13.554	85.41	4.27		40
0.000	17.920	83.69	4.18		42
0.000	4.833	76.56	3.83		38
0.000	3.523	74.51	3.73		39
0.002	3.714	71.31	3.57		41
0.000	6.547	78.30	3.91		

1.97

"242"

"0.05"

t

%85.41

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

t

0.05

1.97

t

(2003 )

**%83.69**

**:(42)**

1.97

t

t

0.05

(2006 )

**%76.56**

**:(38)**

t

0.05

1.97

t

(2007 )

**%74.51**

**:(39)**

t

0.05

1.97

t

(2002 )

	%71.31		<u>:(41)</u>
	t		
0.05		1.97	t
		(2003 )	
(2007 )			
	3.91		
t	" %60 "		% 78.30
1.97		t	6.547
		0.05	0.000
		(2003 )	



: .8

" "

(34) t

t

0.05

1.97

t

." %60 "

( 34 )

	t			الفقرة	رقم
0.000	4.931	75.08	3.75	.	43
0.000	6.426	76.64	3.83	.	44
0.000	11.596	82.46	4.12	.	45
0.000	11.469	80.90	4.05	.	46
0.000	8.707	79.10	3.95	.	47
0.000	12.540	88.44	4.42	.	48
0.000	10.227	80.44	4.02	.	

1.97

"242"

"0.05"

t

%88.44

:(48)

1.97

t

t

0.05

(2006 )

(2004 )

**%82.46**

**:(45)**

t

0.05

1.97

t

(2004 )

**%80.90**

**:(46)**

t

0.05

1.97

t

(2007 )

**%79.10** :(47)  
 t  
 1.97 t  
 0.05

(2007 )  
 (2003 )

(2007 )

**%76.64** :(44)  
 t  
 0.05 1.97 t

(2007 )

**%75.08** :(43)  
 t  
 0.05 1.97 t

(2006 )

	4.02		
t	" %60 "		%80.44
	1.97	t	10.227
		0.05	0.000

(2005 )

.

.

: .8

"

"

(35)

t

t

0.05

1.97

t

. %60 "

(35)

	t				
0.000	5.828	75.98	3.80		49
0.000	5.699	74.51	3.73		50
0.015	2.140	68.36	3.42		51
0.000	3.514	71.97	3.60		52
0.000	5.474	76.31	3.82		53
0.004	2.574	73.61	3.68		54
0.000	6.832	73.46	3.67		

1.97

"242"

"0.05"

t

%76.31

:(53)

t

0.05

1.97

t

( 2006 )

**%75.98** **:(49)**  
t  
0.05 1.97 t

(2003 )

**%74.51** **:(50)**  
t  
1.97 t  
0.05

(Lok & Crawford, 2004)

**%73.61** **:(54)**  
t  
0.05 1.97 t

(2004 )

**%71.97**

**:(52)**

1.97

t

t

0.05

( Joseph & other,1999 )

**%68.36**

**:(51)**

1.97

t

t

0.05

(2003 )

3.67

t " %60 "

%73.46

1.97

t

6.832

0.05

0.000

(1999 )

:

(36) t  
 ( )  
 t t  
 0.05 1.97  
 . " %60 "

(36)

" "

	t			المجال الفرعي	رقم
0.000	10.547	80.81	4.04		1
0.000	10.948	79.21	3.96		2
0.000	9.938	79.00	3.95		3
0.000	12.658	81.65	4.08		4
0.000	10.547	82.69	4.13		5
0.000	6.547	78.30	3.91		6
0.000	10.227	80.44	4.02		7
0.000	6.832	73.46	3.67		8
0.000	10.331	79.70	3.99		

1.97 "242" "0.05" t

3.99  
 t " %60 " % 79.70  
 1.97 t 10.331  
 0.05 0.000

( ) (36)  
 (36)



ثانياً: تحليل فقرات المجال الثاني: الأداء الوظيفي

(37)

t

t

0.05

1.97

t

" %60 "

(37)

"

"

رقم	t			
55	0.000	9.557	81.89	4.09
56	0.000	8.192	78.03	3.90
57	0.000	7.718	80.16	4.01
58	0.000	8.674	82.05	4.10
59	0.000	9.547	83.52	4.18
60	0.000	12.587	83.93	4.20
61	0.000	7.497	76.48	3.82
62	0.000	8.994	78.61	3.93
63	0.000	6.798	80.74	4.04
64	0.000	9.622	80.25	4.01
65	0.000	8.647	79.59	3.98
66	0.000	9.004	81.56	4.08
67	0.000	13.400	84.51	4.23

	t			رقم
0.000	12.574	84.26	4.21	68
0.000	3.957	75.00	3.75	69
0.000	4.104	77.46	3.87	70
0.000	7.646	78.85	3.94	71
0.000	4.390	76.89	3.84	72
0.000	3.669	74.26	3.71	73
0.000	11.547	83.77	4.19	74
0.000	3.957	77.38	3.87	75
0.000	3.517	73.69	3.68	76
0.000	5.668	72.79	3.64	77
0.000	5.758	74.02	3.70	78
0.000	4.287	68.93	3.45	79
0.000	4.657	69.43	3.47	80
0.000	6.783	79.18	3.96	81
0.000	3.995	75.16	3.76	82
0.000	8.724	78.30	3.91	جميع الفقرات

1.97

"242"

"0.05"

t

t %**84.51** t :(67)  
0.05 1.97

( 2007 )

(2007 )

% **84.26** :(68)  
t  
0.05 1.97 t

t **83.93** t :(60)  
0.05 1.97

(2007 )

**(Vandenberghe & Pelro, )**

**1999**

**83.77** (74)  
t  
0.05 1.97 t

**83.52** :(59)  
t  
0.05 1.97 t

(2006 )

**82.05** :(58)  
t  
0.05 1.97 t

(2001 )

**81.89** :(55)  
t  
0.05 1.97 t

(2006 )

**81.56** :(66)  
t  
0.05 1.97 t

(2003 )

**80.74** :(63)  
t  
0.05 1.97 t

(2003 )

**80.25** :(64)  
1.97 t t  
0.05

0.05 t 80.16 1.97 t :(57)

(2006 )

(2004 )

0.05 t 80.16 1.97 t :(65)

(2005 )

0.05 t 80.16 1.97 t :(81)

(1999 )

		<b>78.85</b>	<b>:<u>(71)</u></b>
	t		
	0.05	1.97	t
(2007 )			
.			
		<b>78.61</b>	<b>:<u>(62)</u></b>
	t		
	0.05	1.97	t
Lee & Yu,)			
.			( 2004
		<b>78.03</b>	<b>:<u>(56)</u></b>
	t		
	0.05	1.97	t
.			(2001 )
		<b>77.46</b>	<b>:<u>(70)</u></b>
	t		
	0.05	1.97	t

(2004 )

0.05 t **77.38** 1.97 t (75)

(2004 )

0.05 t **76.89** 1.97 t (72)

(2007 )

0.05 t **% 76.89** 1.97 t (61)



)

(2003

**%75.16**

**(82)**\_\_\_\_\_

t

0.05

1.97

t

(1999 )

**% 75.00**

**(69)**\_\_\_\_\_

t

0.05

1.97

t

(2007 )

**% 74.26**

**(73)**\_\_\_\_\_

t

1.97

t

0.05

(2006 )

**%74.02**

**(78)**

t

1.97

t

0.05

(2006 )

**%73.69**

**(76)**

1.97

t

t

0.05

(2003 )

**%72.79**

**(77)**

t

0.05

1.97

t

(2006 )

**%69.43**

**(80)**

t

1.97

t

0.05

(2006 )

**%68.93**

**(79)**

t

1.97

t

0.05

3.91

t " %60 "

% 78.30

1.97

t

8.724

0.05

0.000

(2003 )

(2006 )

و .

7.3

الفرضية الرئيسية الأولى:-

-:

1- الفرضية الفرعية الأولى:-

r	0.485		(38)
	0.000	0.125	
$\alpha = 0.05$			0.05

(2007 )

( 38 )

$\alpha = 0.05$

0.485		
0.000		
244		

2- الفرضية الفرعية الثانية:-

$$\alpha = 0.05$$

$$r = 0.402 \quad (39)$$

$$\alpha = 0.05 \quad 0.000 \quad 0.125 \quad 0.05$$

(2007 )

)

(2002

(2005 )

(39)

$$\alpha = 0.05$$

مستوى الأداء الوظيفي		
0.402		
0.000		
244		
0.125	243	0.05
		r

3- الفرضية الفرعية الثالثة:-

$$\alpha = 0.05$$

r 0.561 (40)

0.000 0.125

$\alpha = 0.05$  0.05

(2006 )

(2003 )

( 40 )

$$\alpha = 0.05$$

مستوى الأداء الوظيفي		
0.561		
0.000		
244		

0.125

243

0.05

r

4- الفرضية الفرعية الرابعة:-

$$\alpha = 0.05$$

$$\frac{0.692}{0.000} \alpha = 0.05 \quad \frac{0.125}{0.05} r$$

(2003 )

(2004 )

(41)

$$\alpha = 0.05$$

0.692		
0.000		
244	حجم العينة	
0.125	243	0.05
		r

-5- الفرضية الفرعية الخامسة:-

$$\alpha = 0.05$$

$$r = 0.459 \quad (42)$$

$$0.05 \quad 0.000 \quad 0.125$$

$$\alpha = 0.05$$

)

(2006

(42)

$$\alpha = 0.05$$

<b>0.459</b>		
<b>0.000</b>		
<b>244</b>		
	0.125	0.05
	243	r



6- الفرضية الفرعية السادسة:-

$$\alpha = 0.05$$

$$r = \frac{0.613 - 0.000}{0.125 - 0.000} = 0.05 \quad (43)$$

(2003 )

( 43 ) \_\_\_\_\_

$$\alpha = 0.05$$

المتغير	الإحصاءات	مستوى الأداء الوظيفي
		0.613
		0.000
	حجم العينة	244
r	0.05	0.125
	243	

7- الفرضية الفرعية السابعة:-

$$\alpha = 0.05$$

$$r = 0.654 \quad (44)$$

$$0.000 \quad 0.125$$

$$\alpha = 0.05 \quad 0.05$$

(1999 )

( 44 )

$$\alpha = 0.05$$

المتغير	الإحصاءات	مستوى الأداء الوظيفي
		0.654
		0.000
		<b>244</b>

0.125      243      0.05      r

8- الفرضية الفرعية الثامنة:-

$$\alpha = 0.05$$

$$r = 0.706 \quad (45)$$

$$0.05 \quad 0.000 \quad 0.125$$

$$\alpha = 0.05$$

(2005 )

( 45 ) \_\_\_\_\_

$$\alpha = 0.05$$

المتغير	الإحصاءات	مستوى الأداء الوظيفي
		0.706
		0.000
		244
r	0.05	0.125 243

$$\alpha = 0.05$$

:

: ( )

- (1) الجنس (ذكر، أنثى).
- (2) مكان العمل
- (3) الحالة الاجتماعية.
- (4) المسمى الوظيفي
- (5) المؤهل العلمي
- (6) سنوات الخبرة
- (7) العمر

$$\alpha = 0.05$$

-

t

(46)

)

0.05

(

(46)

t

	t				
0.503	-0.671	4.0166	3.9778		
0.452	-0.752	3.9604	3.9044		
0.464	-0.733	3.9974	3.9527		

2.04

"31"

"0.05"

t

0.733 t  
 0.05 0.464 1.97 t

$\alpha = 0.05$

(2007 )

$\alpha = 0.05$

t  
 (47 )

) 0.05

(47)

t

	t				
		قطاع غزة	الضفة الغربية		
0.300	-1.038	4.0175	3.9681		
0.310	-1.017	3.9558	3.8935		
0.284	-1.073	3.9964	3.9426		

2.04 "31" "0.05" t

1.073 t  
 0.05 0.284 1.97 t

$\alpha = 0.05$

$$\alpha = 0.05$$

t  
(48)

)  
(2003 )

0.05

(

(2007 )

(48)

t

	t	متزوج	أعزب		
0.492	-0.840	3.9927	3.7379		
0.477	-0.712	3.9233	3.8634		
0.412	-0.822	3.9690	3.8125		

2.04

"31"

"0.05"

t

0.822

t

0.05

0.412

1.97

t

$$\alpha = 0.05$$

$$\alpha = 0.05$$

(49)

( )

(49)

	F								
		إداريون أو ماليون	مهندس	مشرف	مدير دائرة	مدير إدارة	رئيس إدارة		
0.252	1.331	3.9777	4.1068	3.9311	3.9485	4.0278	4.0833		
0.229	1.388	3.9296	4.0440	3.8233	3.8493	4.0089	4.1250		
0.213	1.432	3.9612	4.0854	3.8943	3.9146	4.0213	4.0976		

2.14

" 0.05"

(238 6)

F

F

1.432

F

0.05

0.213

2.14

$$\alpha = 0.05$$

(2006 )

$$\alpha = 0.05$$

(50)

( )

F 1.299 F  
0.05 0.276 2.64

$$\alpha = 0.05$$

(2007 )

( 50 )

يوضح اختبار تحليل التباين الأحادي للفروق بين المتوسطات حسب متغير المؤهل العلمي

	F						
		ماجستير فاعلى	بكالوريوس	دبلوم متوسط	ثانوية عامة		
0.168	1.697	4.0291	3.9975	3.8799	4.1273		
0.581	0.655	3.9343	3.9310	3.8223	3.9702		
0.276	1.299	3.9967	3.9748	3.8602	4.0736		
		2.64	" 0.05"	(241 3)			F



$$\alpha = 0.05$$

-

(51)

( )

F 0.201 F  
0.05 0.895 2.64

$$\alpha = 0.05$$

(2003 )

(51)

	F						
		10 سنوات فأكثر	من 7 - 9 سنوات	من 4 - 6 سنوات	3 سنوات فأقل		
0.889	0.211	3.9780	3.9981	4.0204	3.8509		
0.912	0.177	3.9013	3.9445	3.9421	3.8898		
0.895	0.201	3.9518	3.9798	3.89937	3.9300		

2.64

" 0.05"

(241 3)

F

$$\alpha = 0.05$$

-

(52)

( )

(52)

مستوى الدلالة	F						
		من 51 سنة فأكثر	من 41-50 سنة	من 31-40 سنة	30 سنة فأقل		
0.939	0.135	3.9768	3.9650	3.9891	4.0072		
0.634	0.572	3.8905	3.8555	3.9397	3.9456		
<b>0.836</b>	<b>0.285</b>	<b>3.9473</b>	<b>3.9276</b>	<b>3.8722</b>	<b>3.9861</b>		

2.64 " 0.05" (241 3)

F

F

0.285

F

0.05

0.836

2.64

$$\alpha = 0.05$$

(2003 )



**Results & Recommendations  
& Suggestions Studies**

**8.1**

**8.2**

**8.3**

## 8.1 – نتائج الدراسة:

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. 2003

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. 2003

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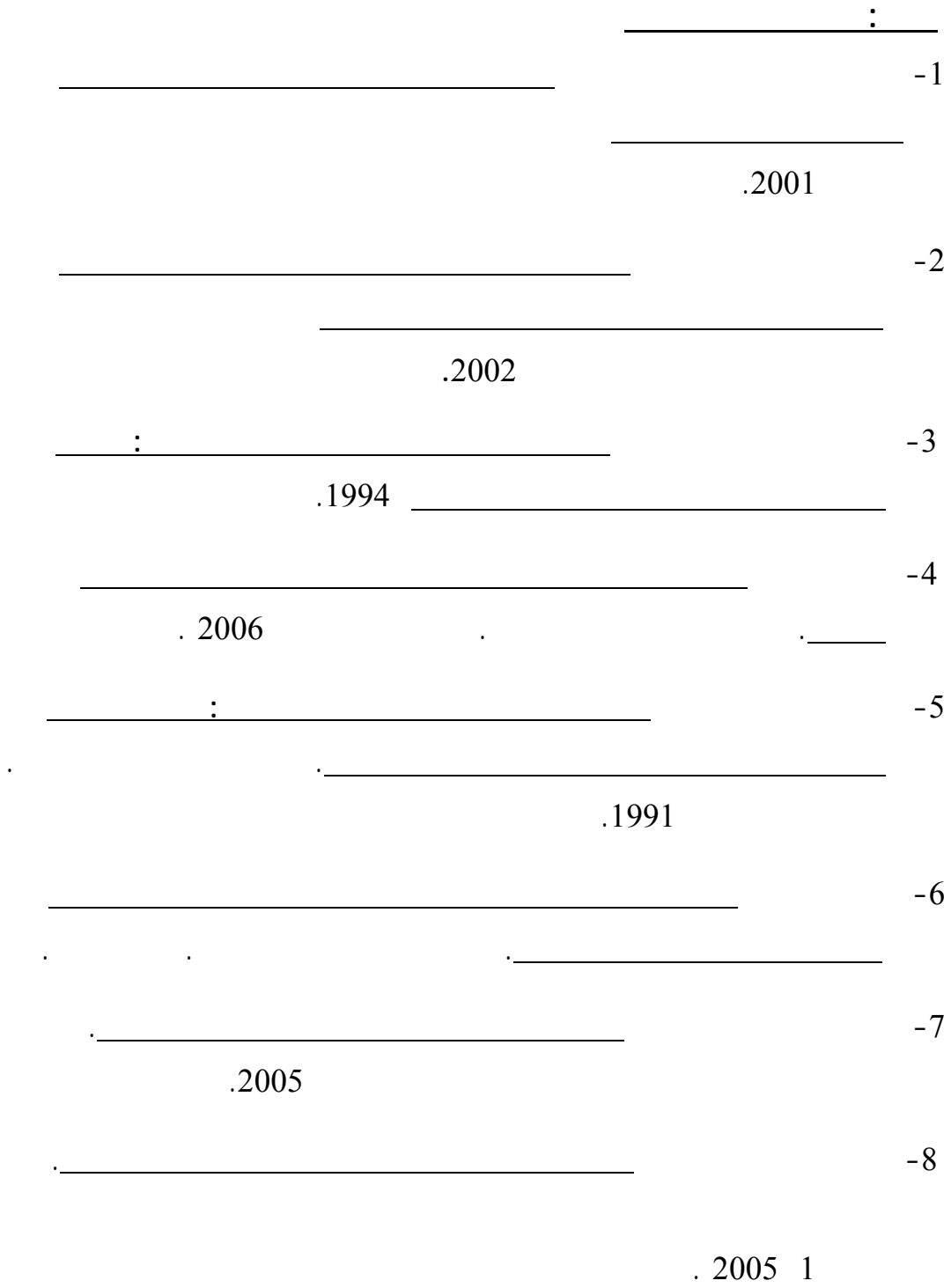
-12

. 2004 :

:	_____	-13
	. 2002	
:	_____	-14
	. 2006	
:	_____	-15
	. 1998	
_____	_____	-16
.1995	_____	
:	_____	-17
	. 2001	
:	_____	-18
	. 1995	
:	_____	-19
	. 1991	
:	_____	-20
	. 2002	
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	. 1999	
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		1995	:
. 2003	:	1 _____	-27
	:	_____	-28
		. 1999	:

	_____	:	
		"	-1
	. 2001 23	_____ "	
	"	"	-2
.2006 2	_____ "		
		"	-3
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	.2002 1 29		
		"	-4
	_____ "		
	.2005		
		"	-5
. 2004 10	_____ :	"	
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	_____ :	"	
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		"	-7
. 2003	/ _____ :	"	
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	_____ "		
	.1997 1 24		
	_____		-9
	. 2004 20		
	_____ "	"	-10
	. 1995 12	_____	

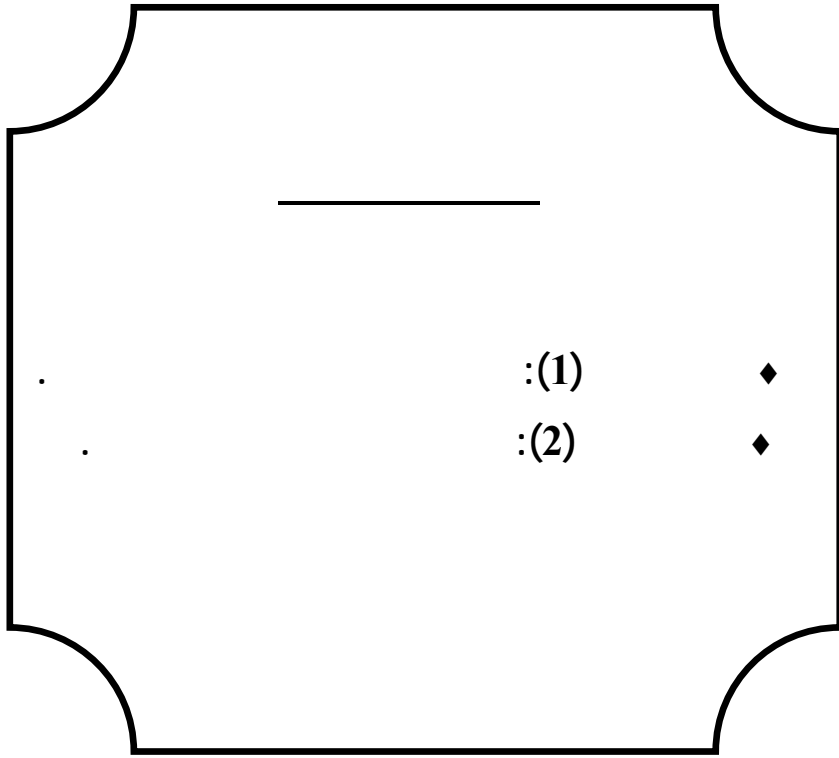


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. 2006	
.( 2007 – 1998 )	-2
<a href="http://www.alburaq.net">http://www.alburaq.net</a>	-3
<a href="http://dir.sptechs.com/sites154">http://dir.sptechs.com/sites154</a>	-4
<a href="http://www.mtit.gov.ps">http://www.mtit.gov.ps</a>	-5
<a href="http://research-center.arabhs.com">http://research-center.arabhs.com</a>	-6
<a href="http://www.maktabe.com">http://www.maktabe.com</a>	-7
<a href="http://www.pnic.gov.ps">http://www.pnic.gov.ps</a>	-8
<a href="http://forum.mn66.com">http://forum.mn66.com</a>	-9
<a href="http://www.paltel.ps">http://www.paltel.ps</a>	-10



- 1- Berger, C. I., Cummings, L.L., "Organizational Structure, Attitudes, and Behaviors", **Organizational Behaviors and Human Performance**, ( Vol. 23, No. 3, 1979), P.P.242-254.
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(1) \_\_\_\_\_

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.	.	.5
." Paltel "	.	.6

(2) \_\_\_\_\_

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ

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/

" \_\_\_\_\_ "

( Paltel )

( X )

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**أشكر لكم حسن تعاونكم...**

/

يرجى وضع إشارة ( X ) أمام الإجابة المناسبة:

أولاً: البيانات الشخصية

◆ الحالة الاجتماعية:

أعزب  متزوج  أرمل  مطلق

◆ الجنس:

ذكر  أنثى

◆ العمر:

30 سنة فأقل  من 31-40 سنة  من 41-50 سنة  من 51 سنة فأكثر

◆ المؤهل العلمي:

ثانوية عامة  دبلوم متوسط  بكالوريوس  ماجستير  دكتوراه

◆ مكان العمل:

الضفة الغربية  قطاع غزة

◆ المسمى الوظيفي:

مدير عام  مهندس  رئيس إدارة  إداريون أو ماليون  مدير إدارة  مدير دائرة  مشرف

◆ ( Paltel ) :

3 سنوات فأقل  من 4 - 6 سنوات  من 7 - 9 سنوات  10 سنوات فأكثر

:

غير موافق بشده	غير موافق	محايد	موافق	موافق بشده	
-A-					
					1
					2
					3
					4
					5
					6
					7
					8

غير موافق بشده	غير موافق	محايد	موافق	موافق بشده		
<b>-B</b>						
						9
						10
						11
						12
						13
						14
<b>-C</b>						
						15
						16
						17
						18
						19
						20
<b>-D</b>						
						21
						22
						23
						24
						25
						26
						27

غير موافق بشده	غير موافق	محايد	موافق	موافق بشده		
						28
						29
						30
						31
						32
<b>- E</b>						
						33
						34
						35
						36
						37
<b>- F</b>						
						38
						39
						40
						41
						42
<b>- G</b>						
						43
						44
						45

غیر موافق بشده	غیر موافق	محايد	موافق	موافق بشده		
						46
						47
						48
<b>-H</b>						
						49
						50
						51
						52
						53
						54
:						
غیر موافق بشده	غیر موافق	محايد	موافق	موافق بشده		
						55
						56
						57
						58
						59
						60
						61
						62
						63
						64
						65
						66
						67



غير موافق بشده	غير موافق	محايد	موافق	موافق بشده	
					68
					69
					70
					71
					72
					73
					74
					75
					76
					77
					78
					79
					80
					81
					82

تمت بحمد الله،،،

والله ولي التوفيق،،،