

# دور القيادة التحويلية في تمكين فرق العمل دراسة تشخيصية في شركة المشاريع النفطية ( وزارة النفط )

المستخلص

## Abstract :

Focus of the research problem to study the interest of Oil Projects Company / Ministry of Oil to consolidate the notion of empowering the team & confidence through the senior leadership were tested the role of senior leadership promotion strategy to enable the group through the correlations & influence, So that we propose appropriate recommendations to address them & reached a search to several conclusions. Notably & a high level of transformational leadership at the level of sub-dimensions, Confirmed the results on the significant relationship between transformational leadership & empowerment of work teams which indicated that the application of ideas associated with transformational leadership enabled the team .



## المقدمة

### المحور الأول- منهجية البحث

•

•

•

-

-1

-2

-

•

•

•



( 2009 122 )

(1)

% 20

228

% 10

$$45,6 = \% 20 * 228$$

: (1)

(1)

% 80	37	
% 20	9	
% 100	46	
% 7	3	30 - 20
% 22	10	40 - 31
% 30	14	50 - 41
% 41	19	- 51
% 100	46	
% 7	3	
% 15	7	
% 76	35	
% 2	1	
-	-	
% 100	46	
% 57	26	
% 33	15	
% 11	5	
% 100	46	
% 17	8	5 - 1
% 9	4	10 - 6
% 9	4	15 - 11
% 65	30	- 16
% 100	46	





(Split – Half)

(0,67)

(Spearman – Brown)

(15 2007- )

(0,96)

(Alpha . Cronbach)

(0,92)

-:

:

:

:

:

:

:Simple Regression

-5

( spss –v16)

### المحور الثاني- القيادة التحويلية وتمكين فريق العمل / تأطير نظري

/

(Gibson)

. (Gibson et al ,1997, P 314)

( Hellriegel)

.(Hellriegel et al , 2000 , P 362)

(Kreitner and Kinicki)

(Kreitner and Kinicki , 2007, P 525) ."

(Jones and George)

.(Jones and George , 2008 , P 576)



(Tichy and Devanna)

: (Luthans,2002,P591)

-1

-2

-3

-4

-5

-6

-7

-

-: -1

(Kirkpatrick and Locke,1996,P38)

(Greenberg and Baron , 2008 , P 520) .

-: -2

( )

.(Mcshane and Von Glinow , 2005 , P 430)

-: -3

.(Machame and Von Glinow , 2005 , P 431)

.(Greenberg and Baron , 2008 , P 520)

-: -4

.( Whitener and others , 1998 , P 515)

.( Greenberg and Baron ,2008 , P 520)



(Bass)

-:(Ivancevich and Matteson , 2002 , P 471)

-1

-2

-3

(Avolio,Waldman and Yammarino)

(Idealized Influence )

I's

( Intellectual Stimulation )

(Inspirational Motivation)

-:

(Individualized Consideration)

-:( )

-1

( Priyabhashini and Krishana , 2005 , P 5 )

(Hellriegel and others , 2001 , P 366)

.(Dionne and Yammarino , 2004 P 82)

-:( )

-2

.(Hellriegel and others , 2001 , P364)

-:( )

-3

(What)

.(Priyabhashini and Krishnan , 2005, P 5 ) .(Who)

-:( )

-4

.( Hellriegel and others ,2001 , P366 )



## ثانيا- تمكين فرق العمل / مفاهيم أساسية

-:

Tanner and Oushi Z  
( - - )

2008 ) (Career Development)  
(100

(( Daft)  
(Daft,2001,P 502)

(Thomas and Vlthouse, Conger and Kanungo)  
(Thomas and Velthouse, 1999, P 293)

.

(Spretizer)  
( 0 2004 )

-:

(Trust)  
(Clark and Mujtoba,2007,P20) (Collective Trust)

-: (Daft , 2001 , p 504) ( )

-: •

-: •

-: •

-: •

(Profit Sharing)

.(Stock ownership)



(Bowen and Lawler)

\* \* \*

-:  
=

.(44 2004 )

(Team)

" (Gibson)

.(Gibson and others ,1997,P 210 )

" (Cohen and Bailey)

.(Cohen and Bailey , 1997, P 241 ) "

" (Torrington)

"

.(Torrington , 2002, P 317)

" (Wright and Noe)

(Wright and Noe, 1996, P 602 ) "

.( Kinicki and Kreitner, 2007, P 491)

(Randolph)

.(Gibson ,2001,P 122) (Collective Cognition)

"

(Kirkman and Rosen)

.(Kirkman and other, 2004, P 176) . "



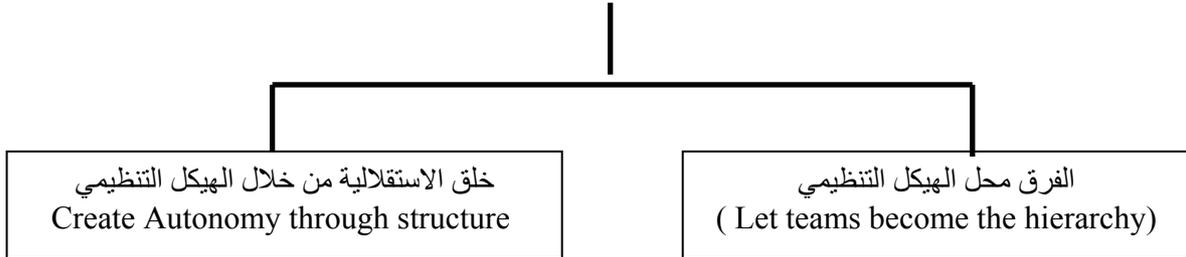
(Kinicki and Kreitner, 2007, P 491)

(Randolph)

## ( Randolph )

المشاركة بالمعلومات  
( Share Information )

- حول أداء المنظمة
- مساعدة العاملين لفهم الأعمال
- بناء الثقة من خلال المشاركة بالمعلومات الحساسة
- خلق الرقابة الذاتية



- وضع رؤية واضحة
- وضع قواعد جديدة لاتخاذ القرار لدعم التمكين
- توضيح الأهداف والأدوار التشاركية
- وضع عمليات جديدة لإدارة تمكين الأداء
- استخدام مكثف للتدريب

- تقديم التوجيه و التدريب لمهارات جديدة
- تقديم التشجيع و الدعم للتغيير
- إخلاء مسؤولية المدراء تدريجيا
- العمل من خلال قيادة المرحلة
- الاعتراف بعامل الخوف

( Res: Kinicki and Kreitner , 2007 , P 491 )

-7

-:(Potency) -1

-:(Meaningfulness) -2

-:(Autonomy) -3

-:(Impact) -4



(Autonomy) (Potency)  
 (Self Determination) (Competence)  
 . ( Deci and Ryan) (Cognitive Evaluation Theory)

(Kirkman and others , 2004 , P 177)

:

-

)

.(

(self –efficacy)

(conger & kanugo)

(kark et al,2003, p.248)

(potency)

.( collective efficacy)

( Arnold et al, 2001, p. 316)

(Dionne et al, 2004,p.184)

( Bass & Avolio,1994,p.104)

(Individual consideration)

(Dionne et al, 2004,p.185)



### المحور الثالث- الجانب الميداني

				-
		:		-1
		/		
		(5)		(3)
			:	-:
			(2)	
		(1,08)	(3,86)	
" (1)			"	
	(4,10)		"(4)	(0,87)
	"		. (1,18)	( 3,54 )
(4-1)				
		(3)		
		.	-( )	-:
	(3,46)		( )	
	"		(1.10)	
			" (7)	
			. (1,15)	(3,67)
		" (6)	"	
	. (1,07)	(3,15)		
				-
(3.75)		. (3)	(1,07)	
	(3,95)		" (11)	(0,89)
"			" (12)	
(3)		(1,02)	(3,41)	"
			.	
				-
		(0,93)	(3,51)	
		" (13)		
		(0,93)	(3,58)	"
		" (16)	.	
. (3)		(0,83)	(3,45)	"



(3,65)

	:			-2
(3,80)				-:
"		(0,9)	" (18)	
		(0,74 )		(4,13)
"			" (21)	
	(1,13)		(3,50)	
				-:
(0,76)		(4,24)		
(4,34)		(25)		
(3)		(4,15)	(0,73)	(23)
(0,80)				(22)
				-:
"			" (29)	
" (28)		(0,92)		(3,65)
(3,02)		(		
(1,04)		(3,47)		
(3,83)				-:
				-:
(0,99)		(4,13)	(32)	
"			" (31)	
	(3)		(3,60)	
			(3,84)	



: (2)

0,87	4,10		1
1,010	3,84		2
1,27	3,97		3
1,18	3,54		4
1.08	3.862		
( )			
1,16	3,60		5
1,074	3,15		6
1,15	3,67		7
1,026	3,45		8
1.102	3.467		
1,27	3,80		9
1,107	3,86		10
0,89	3,95		11
1,023	3,41		12
1.07	3.755		
0,93	3,58		13
1,04	3,50		14
0,93	3,54		15
0,83	3,45		16



0.93	3.517		
( )			
0,86	3,91		17
0,74	4,13		18
0,80	3,73		19
0,97	3,76		20
1,13	3,50		21
0.9	3.806		
( )			
0.80	4,26		22
0,79	4,23		23
0,75	4,15		24
0,73	4,34		25
0.76	4.245		
( )			
1,06	3,60		26
0,88	3,45		27
1,12	3,02		28
0,92	3,65		29
1,23	3,63		30
1.042	3.47		
( )			
0,99	3,60		31
0,83	4,13		32
1,03	3,67		33
1,14	3,93		34
0.99	3.832		
46			



## ثانيا- تحليل العلاقة بين أبعاد القيادة التحويلية وتمكين الفريق

	( )	(3)	( )
:	( )	( - - )	( - - - )
			-1
		(0.01)	(0.614)
		(0.294)	
)			-2
	(0.01)		
		(0.364)	%100 (0.578)
)			-3
		(0.05) (0.01)	
		(0.137)	(0.525)
)			-4
		(0.01)	
		%100 (0.510)	
. (0.389)			-5
	(0.388)	(0.05) (0.01)	
		(0.158)	
:			
			•
			•
			•
			•
.(			)



( 3 )

( Spearman )

%80	4	**0.592	**0.465	**0.533	0.294	**0.614	
%100	5	**0.578	**0.567	**0.542	**0.364	**0.657	
%60	3	**0.525	0.295	*0.367	0.137	**0.452	
%100	5	**0.478	**0.424	**0.510	**0.389	**0.570	
%60	3	**0.388	0.256	*0.367	0.158	**0.377	
46		5	3	5	2	5	
		%100	%60	%100	%40	%100	

(60)

( 0,01 )

( \*\* )

(60)

(0,05)

( \* )

### ثالثا- اختبار وتحليل علاقات التأثير بين متغيرات الدراسة

: (4)

f

-: 1

(1,53)

f

( 22.04)

f

-: 2

(21.05)





جدول رقم (4)

قيم (R<sup>2</sup> ، F) لنماذج الانحدار لتأثير أبعاد القيادة التحويلية في تعزيز استراتيجية تمكين الفريق

النماذج المتكونة الأهمية العدد	إجمالي الأبعاد		الاعتبارات الإنشائية		التحفيز الإلهامي		الذنبط الفكري		التأثير النموذجي		أبعاد القيادة التحويلية أبعاد تمكين الفريق
	R <sup>2</sup>	F	R <sup>2</sup>	F	R <sup>2</sup>	F	R <sup>2</sup>	F	R <sup>2</sup>	F	
% 60 3	0,11	** 5,61	0,04	2,24	0,14	** 7,39	0,03	1,37	0,15	** 8,27	النفوذ
%100 5	0,30	** 18,86	0,18	** 9,85	0,30	** 19,67	0,18	** 9,65	0,27	** 16,31	المغزى
% 60 3	0,17	** 9,49	0,07	3,50	0,15	** 7,77	0,07	3,71	0,29	** 18,35	الاستقلالية
%100 5	0,32	** 21,05	0,18	** 10,27	0,23	** 13,16	0,26	** 15,71	0,34	** 23,48	التأثير
%100 5	0,33	** 22,04	0,17	** 9,20	0,30	** 18,83	0,18	** 10,14	0,40	** 30,28	الإجمالي
30	5		3		5		3		5		العدد النماذج المتكونة
%100	%100		% 60		%100		% 60		%100		الأهمية



## المحور الرابع- الاستنتاجات والتوصيات

-1

-2

-3

-4

-5

-6

-7

-8

## التوصيات

-1

-2

-3

-4

-5

-6

-7

-8



## المصادر

	( )	-1
	( )	2008 .
	( )	-2
	( )	2009 .
27-29/11/2004 /	( )	-3
	( )	-4
	( )	:

**BOOKS :**

- 1.Daft.R.L ,Organizational Theory &Design, South-Western PUBLISHING,USA,2001 .
- 2.Gibson.J.M, Ivancevich.J.M &Donnelly.J.H, Organizations ,Richard,D.Irwin Inc, 1997 .
- 3.Greenberg.J & Baron.R.A, Behavior in organizations ,Person prentice Hall ,2008 .
- 4.Hellrigel.D ,Slocum.J.W& Woodman.R.W,"Organizational Behavior", South-Western PUBLISHING ,2001 .
- 5.Ivancevich.J.M& Matteson.M.T," Organizational Behavior &Management", Mc Graw-Hill, N.Y,2002 .
- 6.Jones.G.R & George.J.M ,Management ,Mc Graw-Hill Irwin ,2006 .
- 7.Kreitner.R &Kinicki .A, Organizational Behavior, Mc Graw-Hill,Irwin, 2007.
- 8.Luthans .F, Organizational Behavior, Mc Graw-Hill Irwin 2002 .
- 9.Mcshane.S.I & Ann Von Glinow.M ,"Organizational Behavior " ,Mc Graw-Hill Irwin ,2005 .
- 10.Torrington.D ,Laura.H &Stephen .T, " Human Resources management " London :Prentice Hall ,2002 .
- 11.Wright .P.M & Noe.Raymond.A,"Management of organization " Boston ,:Irwin,Mc Graw Hill ,1996.
- 12.Bass,B.M& Avolio.B, " Improving organizational effectiveness through Transformational Leadership " Thousand Oaks,CK,1994.



### Survey :

13. Survey of Transformational Leadership, TCU Institute of Behavioral Research, Fort Worth, Texas, 2009.

### Journals

14. Arnold, K., Barling, J., & Kelloway, E., "Transformational leadership or iron cage: which predicts trust, commitment & team efficacy" *Leadership & Organization Development Journal* 2001, vol.22, no.7
15. Cohen, S.G. & Bailey, D.E., "What makes team work: group effectiveness research from the shop floor to executive suite " *Journal of management* ,1997, vol.23, no.3
16. Dionne, S.D., Yammarino, F., Atwater, L.E., & Spangler, W.D., "Transformational Leadership & Team Performance " *Journal of organizational change management* ;2004, Vol.17, No.2.
17. Gibson, C.B. "From accumulation to accommodation : the chemistry of collective cognition in work groups . *journal of organizational behavior* , 2001, Vol.22, No.2.
18. Kark, R., Shamir, B. & Chen, G., " The Two faces of Transformational leadership empowerment & Dependency" *Journal of Applied Psychology*, 2003, vol.88, no.2,
19. Kirkman, B.L. , Rosen, B. , Tesluk, P.E. & Gibson, C.B. " The impact of team empowerment on virtual team performance : the moderating role of face – to – face interaction " *Academy of Management Journal* ,2004 , Vol.47 , No. 2.
20. Kirkman , B.L & Rosen, B. " Beyond Self-Management : The Antecedents & Consequences of team empowerment . *Academy of Management Journal* , 1999, Vol.42, No.1 .
21. Kirkpatrick, S.A. & Locke, E.A. " Direct & Indirect Effects of Three Core Charismatic Leadership Components on Performance & attitudes " *Journal of Applied Psychology* , Vol. 81 , 1996.
22. Priyabhashini , A. & Krishnan , V.R. " Transformational Leadership & Followers Career Advancement : Role of Pygmalion Effect " , *Indian Journal of Industrial Relations* , Apr 2005.
23. Thomas , K.W. & Velthouse , B.A. " Cognitive Elements of Empowerment : An Interpretive Model of Intrinsic Task Motivation " *Academy of Management Review* , 1990, Vol.15, No.4.
24. Yi, S. & Mujtaba, B.G." Team Transformational Leadership , Trust , Satisfaction & Commitment : The Testing of A structural Equation Model in Software Development Teams " *Review of Business Information Systems* ,2007, Vol. 11 , No.3.
25. Whitener , E.M. , Brodt , S.E. , Korsgaard , M. & Werner , G.M. " Managers as Initiators of Trust An exchange Relationship Framework for Understanding Managerial Trustworthy Behavior " *Academy of Management Review*, 1998, Vol. 23.