

منظمات الاداء العالي
بحث أستطلاعي في الشركة العامة للصناعات الجلدية
والشركة العامة لتصنيع الحبوب

.....
/

المستخلص

(H.P.O) (High performance organization)

()

(76)

Abstract

This study discussed modern variable in the organizational thought that is the high performance organizations in the two of Iraqi public organizations. The aim of study determines to know the level of the performance in this organizations (high or not). The data was Collected by questionnaire which contain (8) characteristics, the organizational design, strategy, process, technology, leadership, the roles, culture, and external environment). The sample contain from (76) employees; Results points that the two organizations didn't reach to the high level of performance, and there are significance's difference among them.

المقدمة

))

(

1. الإطار النظري

1.1: تعريف منظمات الأداء العالي:

:

. (Hodgetts,98:324) .

.(Kling,95:33) .

. (Kotter & Heskell,92:197) .

.(Collins & Porras.97:271) .

.(Lwoer,1998:413)

.(Carrati.2000:99) .

.(Hollman, 2004:1).

.(Rogers & Blenko, 2006:133) .

H.P.O

..

:

.1

.2

.3

.4

.5

.6

2.1: الأداء العالي والمنظمات العامة:

:

.1

.2

.3

.4

.5

.6

:

.1

.2

.3

.4

3.1: مبررات الاهتمام بالأداء العالي:

:

•

•

•

(Kasarda & Rondineu,98:20)

•

(Reillg & Pepepper,2000:163).

•

(Becker & Huselide,98:319).

4.1: خصائص منظمات الأداء العالي:

:

•

•

•

•

•

•

•

(Vaill,92:25).

5.1: مؤشرات الأداء العالي في المنظمات:

(Rogers & Blenko, 2006:141):

-
-
-
-
-
-
-
-
-
-
-
-

6.1: الأنموذج المفاهيمي لمنظمات الأداء العالي:

(Mackinsy & Galbraith) (Morton)

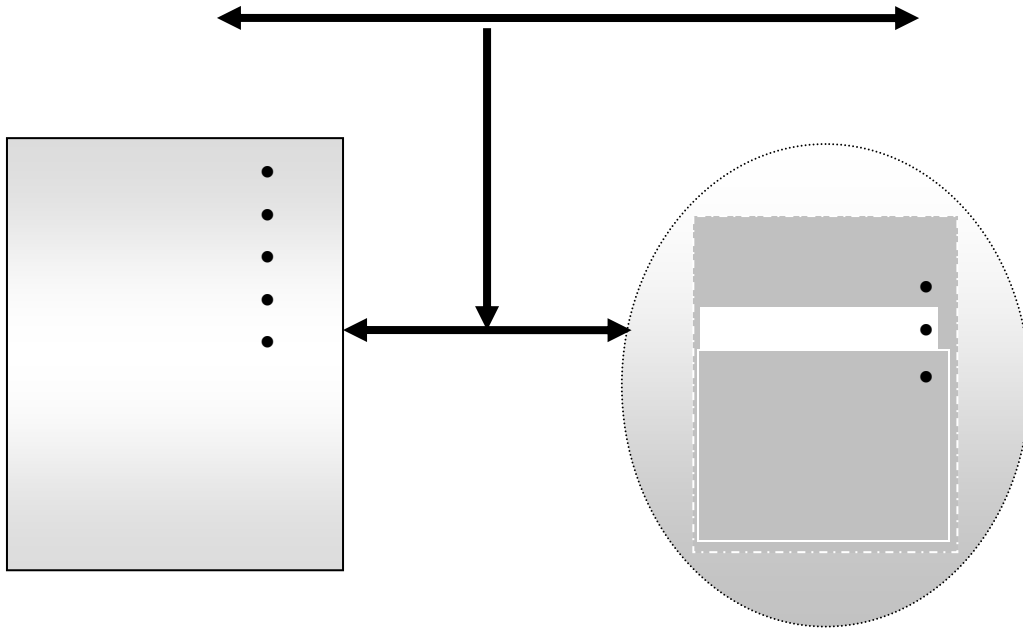
1.6.1: أنموذج (Mackinsey & Galbraith)

(1).

(Morton, 2003:5-8).

(1)

(Mackinsey & Galbraith)



Source: Morton , C, 2003 High Preference (Companies, :
Management Decision,vol:40;No3,P7.

العنصر الأول: المنظمة: ويتكون من:

- :

(2006 :138)
(Friedman)

.(Friedman,2000:18)

- :

:

-
-
-

- :

.

.

.

.(Fried man, 2002,P19)

:

.

(4: 2001)

(David & Montgomry.95:103).

:

80%

.(Pawell,1991:182)

.(Thomas. and et,al, 1996:318)

(Wageman, 2000:150) :

.(Bennis,1999:78)

-
-
-
-
-

•
•

.(Karri,90:1) .

العنصر الثاني: الزبون:

(2005 :15) .

(2005 :13) .

(Dqvetpont,2001:1)

العنصر الثالث: البيئة:

(2002 :8) .

•
•
•

2.6.1: نموذج :Adzic, Lazic, Cvijanovic

:

:

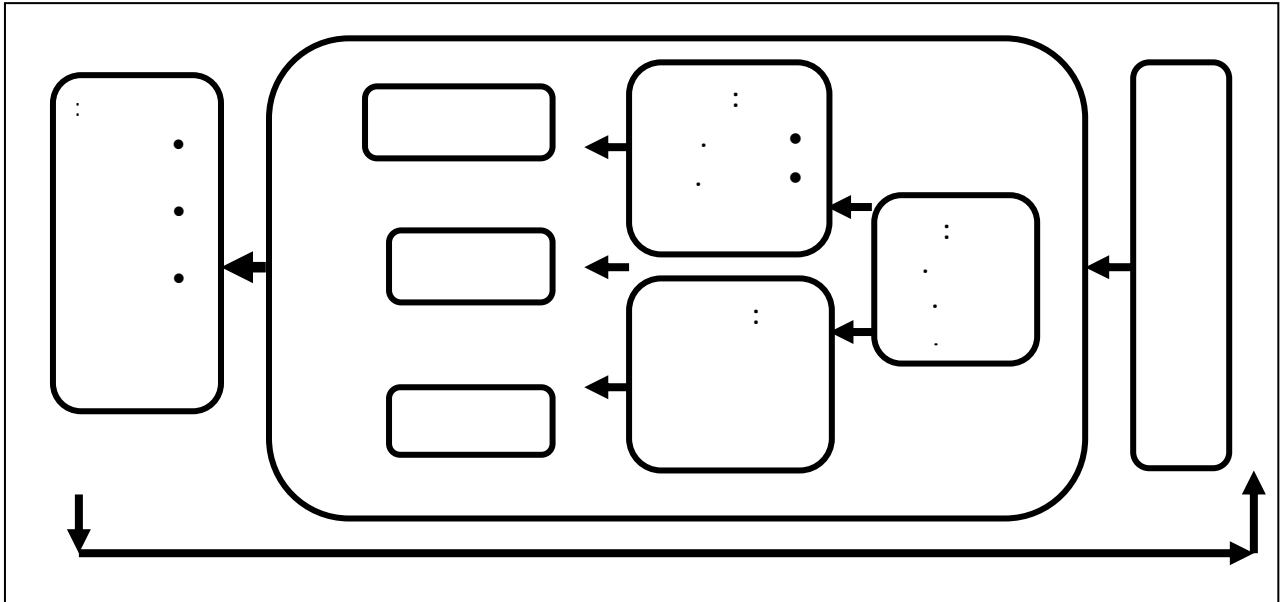
:

•
•
•

:

(2).

(2):



Source: Adzic, Slobodan, Lazic,jelena & Cvijanovic. Janko. High performance organization mode,2005.P:45.

2. الدراسات السابقة ومنهجية البحث الميداني:

1.2: _____:

1.1.2: Kumar:

()

.(

2.1.2: Adzic, Lazic, Cvijanovic :

()

(Pickering & Brokaw) :

()
()

:

-
-
-
-
-
-
-
-
-

2.2: منهجية البحث الميداني:

1.2.2: _____:

:

∞
∞

:2.2.2

)

(

:3.2.2

:

.1

.2

.3

:4.2.2

:

"

:5.2.2

)

(5)

(

(5)

(40)

. (Andre & Wall,2004)

(22)

(16)

SPSS

:

(1)

74.46	77.63	79.12	68.812	76.31	77.52	71.90	67.18	83.21	Cronbach Alfa

(45)

(36)

(40)

(316) (259)

(2)

	10	10-5	5								
40	18	13	9	40	35	5	40		17	23	
36	10	11	15	36	27	9	36	1	16	19	

: 6.2.2

:

∞

∞

(t) ∞

3. تحليل البيانات وتفسير النتائج:

: 1.3

:

(3)

1.20	2.87	1.12	3.35		1
2.01	3.37	1.08	3.71		2
0.88	3.14	1.15	3.16		3
0.91	2.79	0.88	2.98		4
0.91	2.79	0.86	3.29		5
	3.7		3.21		
1.08		t			

(3.21)

(3)

(2)

()

()

(2.98)

(4)

.(1.08)

(0.88)

(3.07)

(3.37)

(2)

(2.01)

(5)

: 2.3

:

(4)

0.7	3.01	1.71	2.64		6
0.91	2.76	1.12	3.04		7
0.66	2.7	1.05	2.51		8
1.58	3.29	0.84	2.45		9
1.12	2.89	1.11	2.76		10
	2.93		2.68		
1.37		t			

:

(2.93) (2.68)

(7)

(1.05)

(3.04)

(0.84)

(2.45)

(9)

(9)

(0.66)

(3.29)

(2.70)

(8)

3.3

(5)

0.91	2.27	0.68	3.22		11
0.99	1.67	0.66	3.53		12
1.11	2.16	0.79	2.96		13
1.23	2.08	0.71	3.75		14
0.86	3.39	0.83	3.81		15
	2.31		3.45		
242				t	

(3.45)

(2.31)

(3.81)

(2.96)

(0.79)

(1.67)

(12)

(0.99)

(15)

:4.3

(6)

0.91	3.21	1.21	2.87		16
0.95	3.61	1.05	3.27		17
0.95	3.10	1.23	2.70		18
0.86	3.02	1.12	2.68		19
0.87	2.96	0.87	3.06		20
087	3.18	0.88	2.91		
3.81				t	

(3.18)

(1.91)

(3.27)

(17)

(17)

(19)

(269)

(2.68)

: 5.3

(7)

1.01	3.88	0.86	3.34		21
1.2	4.00	0.89	3.74		22
1.02	3.69	0.93	3.23		23
1.05	3.77	1.12	3.15		24
0.87	4.88	0.92	3.46		25
	3.72		3.38		
0.98		t			

(3.92)

(3.38)

(22)

(0.89)

(3.74)

(24)

(1.12)

(3.15)

(25)

()

(3.69)

(23)

6.3: خصائص الادوار والافراد:

(8)

0.91	2.53	0.80	2.97		26
0.95	2.72	0.77	3.50		27
1.11	3.12	0.79	3.22		28
1.20	2.84	0.72	3.10		29
1.13	2.53	0.72	2.91		30
1.12	2.76	0.78	3.14		
2.31				t	

(27)

(3.14)

(3.50)

.(0.77)

(30)

(2.91)

(2.76)

7.3 : خصائص الثقافة

:

(9)

0.98	4.160	0.78	4.05		31
0.88	4.37	0.72	4.45		32
0.91	2.57	0.83	3.94		33
0.91	4.29	0.92	3.86		34
0.93	3.88	0.92	4.17		35
	3.52		4.09		
3.26		t			

(4.02)

:

(3.52)

8.3: خصائص البيئة الخارجية

(10)

0.99	4.09	0.75	4.51		36
1.01	4.21	0.93	4.81		37
1.01	3.98	0.81	2.90		38
1.03	3.90	0.82	2.82		39
0.86	4.49	0.93	4.13		40
	4.13		4.05		
		1.27		t	

(4.13) (4.05)

	(0.93)	(37)	(4.81)	
	(39)			(2.82)
		(40)		
(39)				
				()
				<u>9.3: الاختبار الإحصائي:</u>
		.0.99		
)	H ₀	-1-9
	(1.27 0.98 1.37 1.08) t	(
		(0.391 0.445 0.589 0.667)		
)	(H ₁)	-2-9
			(
0.0315 0.0433)		(3.26 2.31 3.81 4.2) t		
		(0.0288 0.0100		
				-3-9
(3.36)				
				(3.21)

4. الاستنتاجات والتوصيات:1.4:

-1

-2

-3

-4

-5

-6

()

-7

-8

-9

-10

-11

-12

()

-13

)

(

-14

2.4: التوصيات:

-1

-2

-3

-4

-5

-6

-7

5. المصادر العلمية:

: 1.5

.1

(2002)

(/)

.4 5

(2006)

.2

.41 12 /

(2007)

.3

/ /

.45 13

(2007)

.4

2007

.5

14 -

2.5: المصادر الاجنبية:

- 6- Andre,A & Walla,(2004), The Characteristics of a High performance organization
- 7- Adzic, Slobodan, Lazic.jelena & Cvijanovic. Janko. High performance organization mode,2005.
- 8- Becke, B & Huselid, M :(1998) :High performance work systems and firm performance, personnel and human Resources management vol :6no:5
- 9- Bonnis, W.,(1999) The End Of Leadership Exemplary Leadership is impossible with out full inclusion, organizational Dynamics, summer, vol: 28, No3,.
- 10- Collins, C & Porras ,J (1997) : Built to last successful habits of visionary Companies. Harper Business N.Y.
- 11 – Daven pont ,T.(2001): How do They know their customers so well, sloan management Reviw, Vol: 42,No:12
- 12- David,C & Montgomery, A, (1995), Competing on Resources, Harvard Business Review Jan.
- 13- Friedman, R (2000) : Individual as agent of organizational Learning, California Management Review
- 14- Garratt,B, (2000): The twelve organizational capacities, Valuing People at work Harper Collins Business, London., vol: 23,No:2.
- 15- Hodgts,R (1998),Measures of quility & High performance, Amacom, N.y.
- 16- Hope.M ,1995 is industry ready for Adult Relationships, industry Week, Jan .
- 17- Kasarda , & Rondincii,(1998) innovative Infrastructure for agile manufacturers, sloan Management Review, vol:39, No:2.
- 18- Kling, (1998) High Performance work systems and firm Performance; Monthly Labor Review. May.
- 19- Karri, J (1990), Letter bomb, the wall street Journal, march., 19-
- 20- -Kotter, J & Heskett, (1992) Corporate Culture and Performance, Mitspress Cambridge. 20
- 21 -Lawler,ll, Mohrman & Ledford,J.(1998)strategies for high Performance organizational. The CEO report San Francisco.
- 22-Montin, C (2003): High Performance Companies, The distinguishing profile, Management, decision, vol:40,No:3.
- 23-Rellys & fefferm.A, (2000), Hidden Value, How Great Companies a chive extraordinary results With ordinary people H.B school press .Boston.
- 24-Rogers,P & Blenko, M (2006) The High. Performance organizational :making a good Decisions and making them happen in Hand book of business strategy, Emery group publishing Limited.

- 25-Tomas, K & Schmidt.A, (1976), A survey of Managerial interest with respect to Conflict, Academy of Management Journal vol:19, No:2.
- 26- Vailp, P (92(: The purposing of High Performance System, Organizational dynamics, Aatumn, vol:28, no:3.
- 27-Wageman ,R(2000) interdependence and groop Effectiveness.(Administration Science Quarterly (A.S.Q) vol:40:No1.
- 28-Walla, (2004), Stimulating Performance driven behavior to obtain better results, international Journal of Productivity and Performance management ,vol:53 :No4.