

أثر التوجه السوقي والتعلم المنظمي في أداء الأعمال

المستخلص

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ABSTRACT

The study tackles the market orientation and the organizational learning as independent variables each included three sub-dimensions, and the variable of business performance as affiliated variable. These three variables have interacted to form the framework around which the study revolves. Since the banking sector has become an important part of which service sector is made, as well as it represents the basic pivot for the process of building and the development of the economies of countries, the Iraqi banking sector have been taken to be the sample of this study. A nonrandom sample of nine Iraqi banks was chosen, including four state banks (Al-Rafdain, Al-RaSheed, Industrial Bank, and Agricultural), and five private banks (Baghdad, Investment, Middle-East, Darussalam and Al-Warkaa banks). Upon the measurement and analysis of the study variables and testing the correlation and the exchange interaction, the study comes up to a group of conclusions among which the high level of variables of the study samples, another finding is that there is correlation relationship between the two independent variables (the market orientation and organizational learning), in addition to the existence of moral effect for the mutual relationship in business performance. While it turned out that the effect of each variable become weaker in business performance individually.



دراسة استطلاعية لآراء عينة من مدراء المصارف العراقية

المقدمة



المبحث الأول / الإطار النظري لمتغيرات الدراسة

Organization Philosophy () ...

() (Dennis & Macaulay ,2007: 621)
Organizational Culture

Process () (Racela et al , 2007: 147)

() .(Lafferty & Hult , 2001: 95)
(Lambin, 1996) Strategy

. (Lado & Olivares,2001:134)

(Hoang , 2005 :20). (



دراسة استطلاعية لآراء عينة من مدراء المصارف العراقية

(1)			
			/
		(Hoang , 2005 :20)	Cyert&march 1963
		(Cunningham & Iles , 2002: 481)	Cangelosi& Dill 1965
		(Hoang, 2005:20)	Argyis & Schon 1978
		(Henderson,1997:100)	Fiol & Lyles.1985
		(Gravan,1997: 20)	Livitt & March.1988
		(Skorlavaj & Dimovski,2007:45)	Stata ,1998
		(Skorlavaj & Dimoski,2007 : 45)	Kim , 1993
		(Skerlavaj & Dimovski, 2007 :45)	Dimovski ,1994
		Hoang,2005,p.20	Slater & Narver 1995
		(Yeo,2005: 371)	Holmqvist , 2003

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(

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(Daft , 1988:18)

(Whellen & Hunger, 2000:23)

(Wright,1996)

(Schermerhor et al 2000:26)

(Mann & Kehoe ,1994:30)

:

.(Macadam & Bailie ,2002:972)

Business performance measurement)

(2)



(2)	
	/ /
	(Lebas , 1995:34)
	(Cates , 1999:4)
.1	(Otley , 1999:364)
	(Maisal ,2001 :12)
	(urneetal,2003:4)
	(Forza & Salvador 2003:359)
	(Tan et al , 2004:235)
	(Neely et al ,2007:788)
(Metrics)	

(Bennett 1998:7)

(3)

(Perin & Sampaio,2003:5)

(Farrell,1999)

(Nevis 1995) . (Lee & Tsai ,2005:331)

(Bukler,1998) .(82 2005)



دراسة استطلاعية لآراء عينة من مدراء المصارف العراقية

(2006 :102)

(Dickson 1996)

(3)	
	Slater & Narver (1990,1994)
	Jaworski (1993)
	Cole et al (1993)
	Atuahene - Gima (1995)
	(Balakrishnan ,1996)
	Han et al (1998)
	Siguaw et al (1998a)
	Chang et al (1999)
	Baker et al (1999a)
	Pelendran et al (2000)
()	Langerak (2001)
	Hugla (2004)

(Source: Farrell & Qvester,2003: 162)

(Mullen & Lyles ,1993)

(Drucker,1993)

. (Lee & Tsai ,2005:331)



(Movado ،2000:1496)

(Slater & Narver،1995)

(Abernethy et al , 2007:4)

(Farrell،2000)

.(Pitta & Franzak, 1996:68)

(Farrell)

()

.(Farrell & Oczkowski , 2002:8) (

)

(Baker & Sinkula ،1999)

(Day 1994) . (Mavondo,2000:1495)

(Bell et al،2002)

(Learn to Learn)

(Baker & sinkula ،2002)

. (Lee & Tsai ,2005:331)

(Baker & Sinkula,1999)

(Baker & Sinkula 1999)

.(Farrell & Oczkowski, 2002:10)

(Farrell،2003)

(beta)

. (Lee & Tsai ,2005:331)



دراسة استطلاعية لآراء عينة من مدراء المصارف العراقية

(Farrell & Oczkowski, 2002:24)
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(Movado, 2005:1248)

(Lee & Tsai ,2005:341)

(Bennett,1998:10)

المبحث الثاني - الإطار المنهجي للدراسة

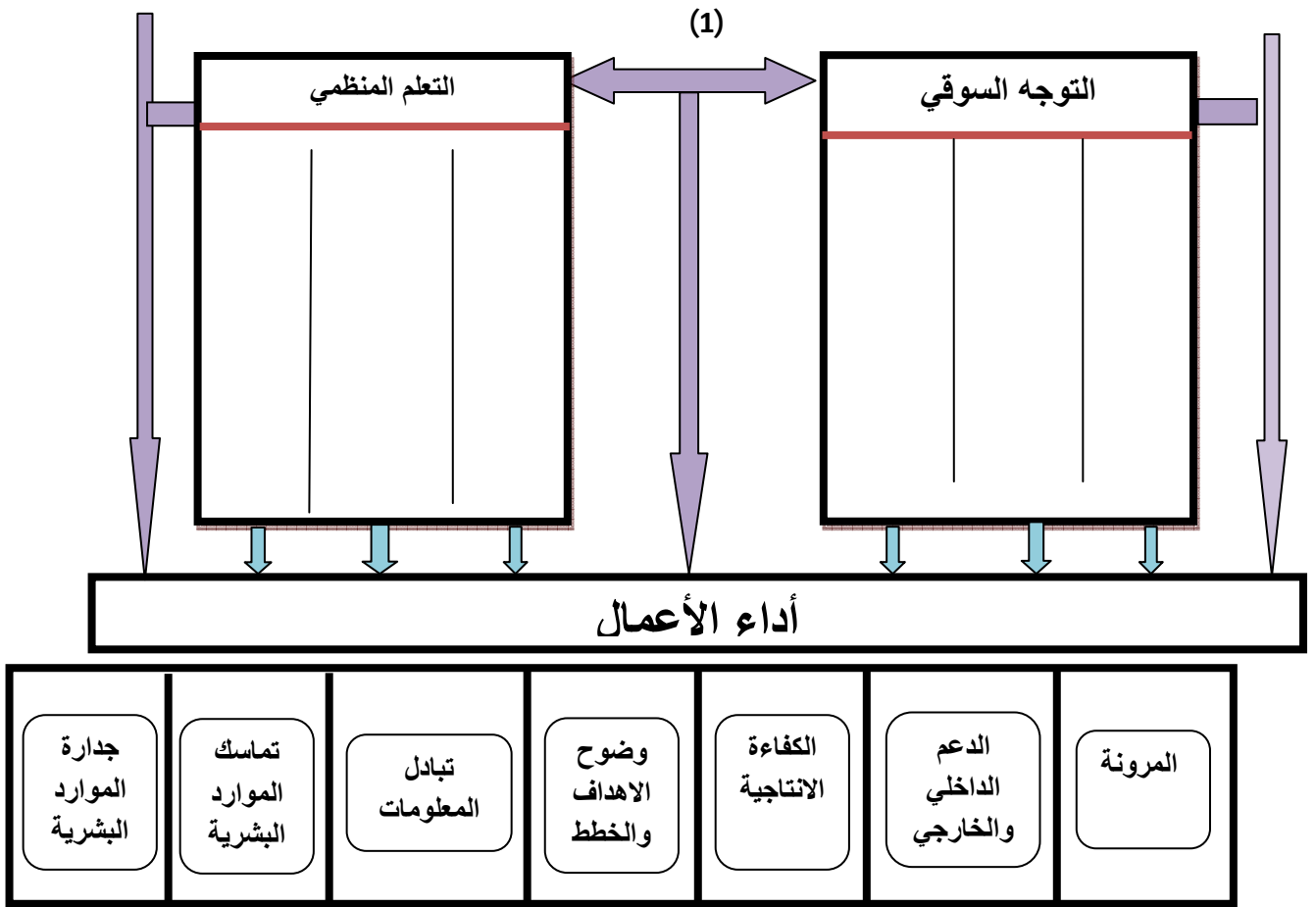
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دراسة استطلاعية لآراء عينة من مدراء المصارف العراقية

		2008 / 9 / 1		2008 / 7 / 1	
	(7)	(22)	(7)	(40)	(4)
(((2006))
	()
	(190)				
	(%69 -91)			(132)	
(%77 -102)		(%79 -104)		(40)	
		(15)			



(Likert)

(%75)

(%80)
(%27)

(50)

(%27)
(Mann-Whitney)



دراسة استطلاعية لآراء عينة من مدرّاء المصارف العراقية

(0.05) (0.003) (p- value)

(Split Half)

(0.67)

(0.74)

()

(0.924) Alfa

-

)

(

(Mann Whitney)

(SPSS)

المبحث الثالث/ الاطار العملي للدراسة

-

(Likert)

(5 1)

(4 3)

(3)

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(3)

(4)

(2)

(3

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(4)

(X₁- X₆)

(0.43)

(3.53)

(3)

(X₆ X₃)

(3.45) (X₁)

(0.87) (X₅)

(3.64)



دراسة استطلاعية لآراء عينة من مدرّاء المصارف العراقية

(N= 132)		(4)	
0.99	3.45		X ₁
0.95	3.48		X ₂
0.97	3.64		X ₃
0.97	3.50		X ₄
0.87	3.54		X ₅
0.95	3.64		X ₆
0.43	3.53		

(3.58) (5) (X₇ X₁₂) (0.41)
 (3) (0.72)
 (3.92) (X₉)
 (3.07) (X₇) (1.07)

(N= 132)		(5)	
1.07	3.07		X ₇
0.92	3.48		X ₈
0.72	3.92		X ₉
0.93	3.69		X ₁₀
1.01	3.70		X ₁₁
0.89	3.62		X ₁₂
0.41	3.58		



دراسة استطلاعية لآراء عينة من مدمراء المصارف العراقية

			(6)	
		$(X_{13} - X_{18})$	(0.53)	(3.51)
			(3)	
	(0.83)		(3.77)	(X ₁₃)
			(X ₁₆)	
	(0.30)	(3.55)	(3.26)	
			(3)	
(3.58)		(3.54)		
			(3.51)	
			(0.41)	
	(0.43)		(0.95)	

(N= 132)		(6)	
0.83	3.77		X13
0.91	3.55		X14
0.89	3.52		X15
0.92	3.26		X16
0.84	3.44		X17
1.002	3.70		X18
0.53	3.51		

-2

			(7)	
			(Y ₁ -Y ₆)	(3.80)
			(0.35)	
			(3)	
(4.05)	(Y ₁)			
		(3.50)	(Y ₅)	
		(0.79)	(Y ₄)	



دراسة استطلاعية لآراء عينة من مدرّاء المصارف العراقية

(N= 132)		(7)	
0.85	4.05		Y1
0.89	3.71		Y2
0.93	3.61		Y3
0.79	4.01		Y4
0.96	3.5		Y5
0.77	3.92		Y6
0.35	3.80		

		(8)	-
	(3.72)		(Y ₇ -Y ₁₂)
		(3)	(0.37)
(Y ₉)	(0.93)	(3.89)	(Y ₁₂)
		(3.55)	(Y ₁₁)
			(0.88)

(N= 132)		(8)	
0.97	3.60		Y7
0.96	3.83		Y8
0.88	3.70		Y9
0.93	3.75		Y10
0.96	3.55		Y11
0.93	3.89		Y12
0>37	3>72		



دراسة استطلاعية لآراء عينة من مدراء المصارف العراقية

تطبيق التكنولوجيا

(9)

(3.72)

(Y₁₃ - Y₁₈)

(0.43)

(3)

(3.95)

(Y₁₅)

(3.45)

(Y₁₄)

(0.79)

(3)

(0.23)

(3.74)

(3.35)

(3.80)

(0.37)

(3.72)

(0.43)

(N= 132)		(9)	
1.06	3.48		Y13
1.02	3.45		Y14
0.79	3.95		Y15
0.88	3.88		Y16
0.85	3.77		Y17
0.89	3.83		Y18
0.43	3.72		



دراسة استطلاعية لآراء عينة من مدرّاء المصارف العراقية

-3

$$(Z_1 - Z_7) \quad (\quad) \quad (10)$$

(N= 132)		(10)	
1.00	3.65		<u>Z1</u>
1.06	3.96		<u>Z2</u>
0.95	3.82		<u>Z3</u>
0.97	3.56		<u>Z4</u>
1.04	3.69		<u>Z5</u>
0.89	3.81		<u>Z6</u>
0.95	3.64		<u>Z7</u>
0.35	3.70		

$$\begin{array}{cccc}
 & (0.35) & (3.70) & (3) \\
 & & & \\
 & (3.96) & (\quad) & (3.8) \\
 (3.81) & & & \\
 (3.65) & & (3.69) & \\
 & & (3.64) & \\
 & & & (3.56) \\
 & & & (0.82) \\
 & & & (1.06) \\
 (\quad) & & & \\
 (3.75) & & & \\
 & & (0.23) & \\
 & & (0.35) & (3.70) \\
 & & (0.30) & (3.55)
 \end{array}$$



دراسة استطلاعية لآراء عينة من مدمراء المصارف العراقية

-:

() (11) -

(%100) (0.273) -

(0.01) ()

(0.05) (0.184) (0.175)

(0.197) (0.05)

(11)					
(Spearman)					
%					
100	4	*0.197	*0.184	*0.175	**0.273
25	1	0.105	0.162	*0.190	0.143
75	3	0.123	*0.191	**0.315	*0.179
75	3	*0.175	0.101	*0.207	*0.183
	11	2	2	4	3
68.75		50	50	100	75
					%

-2

()

(0.190) (0.05)

(%25)

-3

(0.179)) (0.05) (0.01) (0.315)

()

(0.191)

(%75)



دراسة استطلاعية لآراء عينة من مدمراء المصارف العراقية

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(68.75)

(11)

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(%100)

(

. (%25)

(

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(%100)

(

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. (%50)

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(Farrell,2000) (Baker & Sinkula,1999)

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(

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(

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(12)

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(F)

.(B)

(R²)

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(

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(

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(12)			
	B	R ²	F*
	-0.041	%2.8	0.224
	0.124	%9.9	4.073
	-0.122	%2.4	1.979
	-0.080	%10.0	0.106

()

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(13)

(

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(

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(

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(%25)

(

)

)

(%28)

(

:



(Slater & Narver ,1990 ; Kohli & Jaworski,1990 ; Jaworski,1993 ; Atuahene &Gima,1995)

(13)				
	B	R ²	F*	
	0.431	%0.12	2.238	
	0.048-	%0.18	1.306	
	0.007	%003	2.007	
	0.483	%7.01	4.041	
	0.122	%1.10	3.377	
	0.569	%12.2	5.661	
	0.071	%0.2	1.366	

-:

(F) () (14) () -1
 (B) (R²)
 () ()
 ()



(14)				
	B	R ²	F *	
	0.195	%26.2	5.131	
	0.043	%3.6	0.284	
	-0.023	%0.08	0.066	
	0.060	%5.9	0.471	

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(15)

() () ()
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(%25)

(%42)

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)

(Hully & Hult , 1998 ; Farrell ,1999 ; Baker & Sinkula, 1999)



دراسة استطلاعية لآراء عينة من مدمراء المصارف العراقية

(0.05) (F) (5.69) (F)
 (%17.5) (3.91) (2.129)
 (17.5) (B)
 (0.165) (0.184)

(12)

. (Baker & Sinkula,1999 ; Farrell,2000 ; Lee & Tsai,2005)

(15)			
	B	R ²	F*
	0.015	%0.05	1.029
	0.094-	%4.47	1.164
	0.568	%16.5	4.113
	0.625	%23.03	6.980
	0.025-	%0.046	2.08
	0.124	%0.627	2.35
	0.480	%12.15	4.298

(Mann - Whitney)

(16)

(Mann - Whitney)



دراسة استطلاعية لآراء عينة من مدراء المصارف العراقية

(Mann - Whitney)		(16)
(N = 132)		
	(p .value)	(Mann - Whitney)
	0.676	2063.500
	0.195	1873.500
	0.949	2139.500
	0.336	1943.500
	0.527	1674.500
	0.150	1843.500
	*0.031	1464.500
	0.307	1306.500
	0.745	2084.00
	0.816	2104.00
	0.747	2085.00
	0.942	2138.00
	0.453	1993.00
	0.150	1851.00
	0.799	8099.00
	0.492	2004.00



دراسة استطلاعية لآراء عينة من مدراء المصارف العراقية

المبحث الرابع- الاستنتاجات والتوصيات-
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دراسة استطلاعية لآراء عينة من مدرّاء المصارف العراقية

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ثبت المصادر

- " (2006) -1
- " (2005) -2
- " (2006) -3
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