

أثر التوجه السوقي والتزام العاملين على الأداء

ملخص

(SPSS)

ABSTRACT

Purpose of this study is to empirically investigate the relationship between market orientation, employee commitment and performance of Jordanian Royal Airways. A measurement scales with acceptable reliability and validity is developed to capture the dimensions of study variables . Statistical package SPSS was used for data analysis. Analysis of data confirm high level of customerorientation, a moderate level of competitor orientation and employee commitment, and low level of interfunctional coordination . The study also indecate no corporate performance excellence relative to competitors . Results of regression analysis show that market orientation, is significant in explaining the variation in employee commitment and performance,namly: market share and profitability. In turn, analysis of data shows that employee commitment is positively and significantly associated with market share, and profitability. The findings contribute to understanding the relationships between different dimensions of market orientation, employee commitment and performance provide critical implications for corporate managers.

Keywords: Market orientation; Commitment; Performance.



المقدمة

(Byron,2002).

(Perry & Shao,2002)

(Slater & Narver,1995).

(Hooley, et..al,2003).

(Jaworski & Kohli,1996)

(Ge & Ding, 2005)

(Kara & Oscar Deshields, 2005)

مشكلة الدراسة وأسئلتها:

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فرضيات الدراسة

) :) :) :	:H ₁ () :H ₂ () :H ₃ :	:H1-1 :H1-2 :H1-3 :H2-1 :H2-2 :H2-3 :H3-1 :H3-2
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أهداف الدراسة

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أهمية الدراسة

حدود الدراسة

.2010

) : (Narver & Slater,1990) (

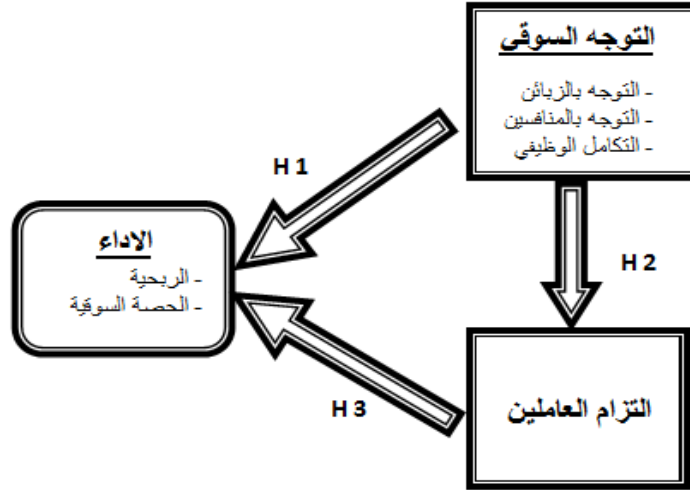
(Kohli, et..al, 1993)

(Kumar, et al., 1995)
 Kicca, et..al,)

. (2005 ; Osuilivan, et..al, 2009 ; Morgan,et..al, 2009 ; kohli & Jaworski 1993



أنموذج الدراسة (1)



شكل (١) انموذج الدراسة

التعريفات الإجرائية لمصطلحات الدراسة

:Market Oriantation

.(Narver & Slater,1990: 21-23)

:Customer Oriantation

.(Narver & Slater,1990: 21)

:Competitor Oriantation

.(Narver & Slater,1990: 21)

:Inter-functionl Coordination

.(Narver & Slater,1990: 22)

:Commitment

.(Kumar, et al., 1995) (Kohli, et..at, 1993)

:Performance

.(Morgan,et..al, 2009)



الإطار النظري والدراسات السابقة

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.(Kohli, et..al, 1993)

. (Narver&Slater,1990)

المنظور السلوكي للتوجه السوقي
(1993) Kohli, et..al,

Kohli & Jaworski

(62)

.(Kohli, et..al, 1993)

Kohli & Jaworski

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(32)

Kohli & Jaworski

.(Kohli & Jaworski,1993)

MARKOR

المنظور الثقافي للتوجه السوقي

Narver & Slater, 1990

(100)

(400)

(7)

(21)

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(Morgan & Strong, 1998)

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.2

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.3

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خصائص التوجه السوقي

:(2002)

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-4

- 5

-6

الأداء

(Lynch, 2000) .(Certo & Peter, 1995 Wheelen & Hunger, 2008)

(Eccels,1991)

(Macmenamin, 1999)

(VenKatraman & Ramanjam, 1986)

(Anderson,et..al,1994)



(Kaplan & Norton,1996)

(Al-Tamimi, 2010)

الالتزام Commitment

(Kiesler,1991:13)

(Geyskens, et..al., 1996)

:
Calculative

(Geyskens, et al., 1996)
(

(Kumar, et al., 1995)
) Affective

.Continuance

(
.Normative

(Morgan & Hunt, 1994)

(Morgan & Hunt, 1994)

(Kumar, et al., 1994)

(Allen & Meyer, 1990)



التوجه السوقي والأداء

: (HalPern, 2006)

.1 (Jain & Bhatia, 2007 Bhuian, 2007 Serdar, 2008)

.2 Moderator
(HalPern, 2006)

"()

.3 Moderator .Mediator

;Erdil(2006) ; Morgan, et..al,(2009) :

; Sinkovics & Roath (2004) ; Ge & Ding (2005); (Sin,et..al, 2005)
البري (2005 ; الموسوي (2000).

الدراسات السابقة

(2005)

(2000)

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(2000)

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(1999)

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(Morgan, et..al, 2009)

(Satyendra, 2009)

(Raggio & Folse, 2009)

(Armario, et..al, 2008)

(Brettel, et..al, 2008)

(Serdar, 2008)



(Rapp, et..al, 2008)

(Anwar, 2008)

(Pleshko & Heiens, 2008)

(Bhuian, 2007)

(Van Zyl & Helm, 2007)

(Jain & Bhatia, 2007)

(Singh, 2006)

(Halpern,2006)

(Erdil, 2006)

Hult,et..al, 2005)

(Sin,et..al, 2005)

(Ge & Ding, 2005)

(Kara, et..al, 2005)

MARKOR

الطريقة والإجراءات**مجتمع الدراسة وعينتها:**

105

(236)

(84)

16

32%

36

%51

% 2

أدوات الدراسة ومصادر الحصول على المعلومات:

(28)

(9)

(6)"

(13)

)

(7)

(7)

(1)

(7-1)

(7-1)

(

7

1)



صدق أداة الدراسة وثباتها:

Cronbach Alpha

(Alpha \geq 0.60)

.(Sekaran, 2003)

(90.8) (73.3) (94.9) (90.9) (89.6) (86.8)
(89.8)

المعالجة الإحصائية

(SPSS)

وصف متغيرات الدراسة:

(7) (1) (1.11) (5.96)
(6.39 - 5.37)
(1)

1.10	6.19		1
0.92	6.25		2
1.00	6.17		3
0.93	5.98		4
1.41	5.37		5
0.94	6.27		6
0.92	6.07		7
1.05	6.39	(VIP)	8
1.28	5.90		9
1.29	5.55		10
1.19	5.60		11
1.24	5.83		12
1.18	5.88		13
1.11	5.96		



(2)

:

(5.71 - 5.18)

.(5.55)

(2)

1.20	5.58		1
1.35	5.18		2
1.15	5.56		3
1.14	5.71		4
1.14	5.60		5
1.18	5.69		6
1.20	5.55		

(3)

:

(4.52 - 5.25)

.(4.85)

(3)

1.43	4.87	()	1
1.33	5.25		2
1.53	4.81		3
1.62	4.68		4
1.60	4.82		5
1.70	4.52		6
1.55	4.92		7
1.52	4.75		8
1.38	5.02		9
1.52	4.85		

ثانياً: التزام العاملين

(4)

(5.81 - 5.10)

.(5.51)

(4)

1.34	5.73		1
1.52	5.13		2
1.54	5.10		3
1.30	5.81		4
1.28	5.65		5
1.28	5.51		6
1.33	5.65		7
1.37	5.51		



ثالثا: مستوى أداء الشركة مقارنة بالمنافسين:

(5)

(4.70)

(4.73)

(4.72).

(5)

1.27	4.73		1
1.22	4.70		2
1.25	4.72		

اختبار فرضيات الدراسة:

H_1 :

(6)

)

:



(6)

Sig*	DF	β		F	(R ²)	(R)	
0.047	1	0.094		3.033	0.077	0.278	
	82	0.141					
	83	0.216					
0.033	1	0.104		3.068	0.103	0.321	
	82	0.468					
	83	0.145					
0.043	1	0.099		3.041	0.090	0.301	
	82	0.424					
	83	0.121					

.($\alpha \leq 0.05$)

*

()

:

.()

:H₁₋₁

.(7)

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.()

()

(7)

Sig*	DF	β	F	(R ²)	(R)	
0.469	1	0.132	0.530	0.006	0.080	
	82					
	83					
0.095	1	0.289	2.859	0.034	0.184	
	82					
	83					

.($\alpha \leq 0.05$)

*

.()

:H₁₋₂

(8)

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() (8)

Sig*	DF	β	F	(R ²)	(R)	
0.048	1	0.269	3.902	0.042	0.205	
	82					
	83					
0.023	1	0.311	5.349	0.061	0.247	
	82					
	83					

.($\alpha \leq 0.05$)

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:H₁₋₃

(9)

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(9)

Sig*	DF	β	F	(R ²)	(R)	
0.030	1	0.260	4.866	0.056	0.237	
	82					
	83					
0.011	1	0.290	6.702	0.076	0.275	
	82					
	83					

.($\alpha \leq 0.05$)

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:H₂

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(10)

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(10)

Sig*	DF	β	F	(R ²)	(R)	
0.000	3	0.190	6.760	0.202	0.450	
	80	0.416				
	83	0.197				

.($\alpha \leq 0.05$)

*



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:H₂₋₁

(11)

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(11)

Sig*	DF	β	F	(R ²)	(R)	
0.001	1	0.729	12.004	0.128	0.357	
	82					
	83					

.($\alpha \leq 0.05$)

*

H₂₋₂

(12)

:

(12)

Sig*	DF	β	F	(R ²)	(R)	
0.000	1	0.712	19.373	0.191	0.437	
	82					
	83					

.($\alpha \leq 0.05$)

*

:H₂₋₃

(13)

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(13)

Sig*	DF	β	F	(R ²)	(R)	
0.000	1	0.542	15.357	0.158	0.397	
	82					
	83					

.($\alpha \leq 0.05$)

*

:H₃

.(14)

:



(14)

Sig*	DF	β	F	(R ²)	(R)	
0.001	1	0.264	11.868	0.126	0.356	
	82					
	83					

.($\alpha \leq 0.05$)

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()

:
:H₃₋₁

(15)

() (15)

Sig*	DF	β	F	(R ²)	(R)	
0.015	1	0.213	6.172	0.070	0.265	
	82					
	83					

.($\alpha \leq 0.05$)

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:H₃₋₂

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() (16)

Sig*	DF	β	F	(R ²)	(R)	
0.000	1	0.314	16.306	0.166	0.407	
	82					
	83					

.($\alpha \leq 0.05$)

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مناقشة النتائج والاستنتاجات:

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(Jaworski and Kohli, 1993)

(Morgan, et..al, 2009)

(Bhuiyan, 2007)

(Jain & Bhatia, 2007)

(Nogai & Ellis,1998)

(Jaquin, et..al,2005)

(Ge & Ding, 2005)

(Serdar, 2008)

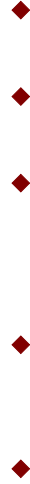
(Jaworski and Kohli, 1993)

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(Raggio & Folse, 2009)



التوصيات



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- " (2002) -2
- 368 " (1999) -3
- " (2000)
- " (2005) -4
- " (2005) -5
- " (1998) -6
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