

**التغذية العكسية من 360 درجة / دراسة تحليلية مقارنة
لعينة من مدراء ورؤساء الأقسام في دائرة كهرباء الوسط
والمديرية العامة للماء والمجاري**

المستخلص

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(60)

ABSTRACT

This Research to find interest in one of the important functions in human resources management, namely, performance evaluation, which faces an array of criticism and negative opinions, as appeared on Anna recent new paradigm cannot exceed those negatives, however, a model of feedback from multiple sources of 360 degrees and tried to employ this concept in the two public organizations in Iraq the (Department of Electricity center) of the Ministry of Electricity and (Department of Water and Sewerage) of the Ministry of Municipalities, which it believes this model post multiple parties in the calendar (Senior Director, in charge of direct, peer, self), information was collected through questionnaire distributed to a sample of the two organizations researched totaling (60), and the main findings of the research and an interest in and acceptance of the application of this model, both at the level of the concept or the parties that may participate in the evaluation process and the resulting outcome with no significant differences between the two organizations in these results, the researchers recommended the need to be applied in these two organizations as a first stage with overcoming the obstacles that may accompany such an application and provide the psychological climate positive towards him with the possibility of linking the system of incentives applied with the results of the application.



%90

(1998:37 waldman Atwater)

(Mccauley&moxley velsor 1998 :256)

360

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(2009:8 D.lucia lepsige) .



ورؤساء الأقسام في دائرة كهرباء الوسط والمديرية العامة للماء والنجاري

360

(Degree360)

(Bockman.99)

%88

BOCH

(Michell N.Adorhold 2001 23.)

360

%90

fortune 1000

Arizona State University Disney (the U.S. Department of Energy - : 360
Federa Motorola Westinghouse du Pont Florida Power & Light Monsanto
and McDonnell-Douglas). Fidelity Bank Kino Hospital Express

360

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p:10) 2008 Source: (MarkR.Edwarrrds&Ann J.Ewen

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(1998:152) London (:62 2002 Rogers)

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(1993:341 Hazucha).

(2009:7 Rishard lepsige).

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(2004:26 Herne) (2000:12 Ghorpad) 2005:40) (London



		%72		
	%31	%31		%60
		(2000.p:324) Albrecht Cacioppe		
		:		
		%40		-1
		%16		-2
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				-
				-1
	8-3		:	-2
70				
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(3-2	360) .	



360

(2002 Wynne & Clutterbuck)

2005:42) (London

(1992 Jone & Witmore)

360

360

2002) (DIAN

(preparation)

(pilot)

(implementation)



ورؤساء الأقسام في دائرة كهرباء الوسط والمديرية العامة للماء والجاري
(Delivering the feedback)

(Review)

(2002:2-5) DIANE.

(Continuing support)

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360

(2009

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(NANCY L.REHBINE ZENTIS.2007)

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THE IMPACT OF 360 DEGREE FEEDBACK ON LEADERSHIP DEVELOPMENT

360

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31

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ورؤساء الأقسام في دائرة كهرباء الوسط والمديرية العامة للماء والجاري

(2006 SHAHZAD SALIM ASHRAF JANJUA)

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MULTI RATER/SOURCE PERFORMANCE ASSESSMENT(360-DEGREE)

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.2010/10/9 2010/6/15

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(30)

(60)

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%		%		%		%		%		%									
%24	14	%76	46	%13	4	%87	26	%33	10	%67	20								
2	7	7	40	3	1	1	0	1	25	2	1	1	7	6	15	1	0		
-16	16-11	10-6	5-1					-16	16-11	10-6	5-1								
6	3	15	36	3	2	11	14	3	1	4	22								

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(26) %24 (14) %76 (46) (10) (20)

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%67

(5-1)

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15 %25 (10-6) 60 36 %60
%10 (-16) %5 (16-11) 60

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(2007 NANCY L.REHBINE)

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ورؤساء الأقسام في دائرة كهرباء الوسط والمديرية العامة للماء والبحري

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z (mann-whitney)

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(0.836) (3) :

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(0.77) (spearman-brown) (0.67)

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0.836	0.534	0.5734	0.593	0.7379	0.6628	
60	60	60	60	60	60	
23	3	3	3	6	8	

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360

360

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360

360										
82	0.681	4.1	78	0.54	3.9	86	0.74	4.3	360	1
79.6	0.75	3.9833	80.6	0.76	4.03	78.6	0.73	3.93		2
66.3	1.112	3.32	67.2	1.24	3.36	65.2	0.98	3.26		3
58.3	0.93	2.92	56	0.92	2.8	60.6	0.92	3.03	360	4
69.6	0.911	3.4833	64.6	0.97	3.23	74.6	0.78	3.73		5
81.3	0.69	4.07	83.2	0.64	4.16	79.2	0.71	3.96	360	6
77	0.94	3.85	76	0.92	3.8	78	0.95	3.9	360	7
74	1.03	3.7	70	1.07	3.5	78	0.95	3.9	360	8
73.54	0.87	3.67	72	0.8825	3.60	75	0.845	3.75		

360
(3.60 3.75)

(3)

%77

(0.87)

%75

(0.84)

(3.75)

360

(0.88)

(3.60)

%72

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(

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360

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(4.3)

(3.9)

%86

(0.74)

%78

(0.54)

(4.1)

%82

(0.68)



ورؤساء الأقسام في دائرة كهرباء الوسط والمديرية العامة للماء والنجاري
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	(0.76)	(3.93)	
%80.6	360		
(3.98)		(0.75)	
. %79.6	360	(3.96)	-3
	(0.71)	(0.64)	(4.16)
(4.07)			
	(0.69)		
		%81	-2
(360			
()		(5)	
()		(5)	

64.3	0.96	3.22	64	0.92	3.2	64.6	1.006	3.23	9
81.1	0.67	4.05	80.6	0.76	4.03	81.2	0.58	4.06	10
69	0.95	3.4	63.2	0.91	3.16	74.6	0.9	3.73	11
72.3	1.08	3.62	67.2	1.24	3.36	77.2	0.81	3.86	12
72	1.167	3.6	68.6	1.22	3.43	75.2	1.1	3.76	13
70	0.911	3.5	66	0.98	3.3	74	0.79	3.7	14
								360	
71.44	0.95	3.57	68.3	1.005	3.4133	74.5	0.864	3.72333	

	(3.57)	
%71		(0.95)
	(0.86)	(3.72)
		(1.005)
		(3.41)



ورؤساء الأقسام في دائرة كهرباء الوسط والمديرية العامة للماء والجاري
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(3.2)

(0.96)

. % 64

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-2

(0.58)

(4.06)

(0.76)

(4.03)

(4.05)

. % 81

(0.67)

(

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(3.86)

(0.81)

(1.24)

(3.36)

(1.08)

(3.62)

. % 72

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(6)

80.7	0.748	4.03	78	0.66	3.9	83.2	0.79	4.16		15
82.3	0.67	4.12	82	0.71	4.1	82.6	0.62	4.13		16
69.3	0.96	3.47	64.6	0.85	3.23	74	1.02	3.7		17
									360	
77.44	0.78	3.87	74.9	0.74	3.7433	79.9	0.81	3.99667		

360

()

(6)



	(3)		(3.87)	
.	%77		(0.78)	
	%79	(0.81)	(3.99)	
%74	(0.74)	(3.74)		
)		(
()	-1
	%83	(0.79)	(4.16)	
	(4.3)			
(0.74)			360	
.	%80)	-2
(
	%82	(0.62)	(4.13)	
%82	(0.71)	(4.1)		
(0.67)	(4.12)			
)	-3
		360		
	(1.02)	(3.7)		
(3.23)				
	(3.47)	(3)	(0.85)	
360				
	(0.96)			
			%69	



360

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(3.84)

(0.72)

%78

(0.57)

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(0.80)

(3.6)

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(4.26)

%85

(0.44)

(0.87)

(3.83)

(4.05)

(0.72)

%81

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(3.96)

(

(3.83)

(0.59)

(0.59)

(0.59)

(3.9)

%78

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(360

(0.73)

(3.86)

(0.95)

(3.3)

(3.58)

360

(0.88)

%77



360

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77	0.777	3.85	75.2	0.81	3.76	78.6	0.73	3.93	21
75	0.816	3.75	70	0.86	3.5	80	0.69	4	22
75.3	0.871	3.76	72	1.003	3.6	78.6	0.69	3.93	23
75.767	0.8213	3.78667	72.4	0.891	3.62	79.1	0.703	3.95333	

(3.78)

(0.82)

%77

%

%79

(0.70)

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%72

(0.89)

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%78

(0.73)

(3.93)

(0.81)

(3.76)

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(0.77)

%77

360

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(3.5)

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(0.86)

(3.75)

(0.81)

%75



ورؤساء الأقسام في دائرة كهرباء الوسط والمديرية العامة للماء والنجاري
(360)

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(3.93)
(1.003)

(3.6)

(0.69)

(3.76)

(0.87)

. %75

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MANN-WHITNEY

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360

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(0.08 0.505 0.557 0.405 0.25 0.227 0.611 0.132)
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(0.345) 360

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Z

MANN-WHITNEY

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... 360				
z	z	p-value	-	
1.645	2.636	0.08	292.5	360
	0.666	0.505	413	
	0.587	0.557	412	
	0.833	0.405	396.5	360
	2.241	0.25	308	
	1.209	0.227	380	360
	0.509	0.611	418	360
	2.636	0.132	292.5	360
	1.41463	0.345875	364.06	



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MANN-WHITNEY

360

Z

MANN-WHITNEY

(10)

Z	Z	p-value	-		
1.645	2.241	0.697	308		9
	1.209	1.000	380		10
	0.509	0.15	418		11
	1.567	0.117	348		12
	1.055	0.291	381.5		13
	1.777	0.075	336.5	360	14
	1.393	0.29125	362		

(0.697 1.000 0.15 0.117 0.291 0.075)

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360

(

(0.291)

(0.05)



Z MANN-WHITNEY (11)

z	z	p-value	-		
1.645	0.666	0.69	413		15
	0.587	0.888	412		16
	0.833	0.020	396.5	360	17
	0.69533	0.19975	407.16		

(11)

MANN-WHITNEY

360

(0.69 0.88)

P-value

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(0.020)

(0.05)

(0.199)

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P-value

MANN-WHITNEY
(0.236)

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(0.042 0.012)

360

(11)



ورؤساء الأقسام في دائرة كهرباء الوسط والمديرية العامة للماء والجاري
Z MANN-WHITNEY (12)

Z	Z	p-value	-		
1.645	2.038	0.042	332	()	18
	1.186	0.236	386.5		19
	2.05	0.012	291.5		20
				360	
	1.758	0.03625	336.66		

(0.036)

(0.05)

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(13)

P-value MANN-WHITNEY 360

Z MANN-WHITNEY (13)

Z	Z	p-value	-		
1.645	0.764	0.445	409	()	21
	2.369	0.018	310.5	360	22
	1.494	0.135	362	360	23
	1.54233	0.07475	360.5		

(0.018)

(0.05)

(0.445 0.135)

(0.074)

(0.05)

(12)



ورؤساء الأقسام في دائرة كهرباء الوسط والمديرية العامة للماء والجاري

Z -:

Z		Z		
		...	360	-1
Z	(9)		(Z Z)	
360		Z	(1.645)	
(1.414)				
		()	
Z	(Z	(8)	
			(2.636 2.24 2.636)	
Z	()	
			360	
		Z	(10)	-2
	360			
(1.645)	(1.393)		Z	
)	
Z	Z		(
	(2.241 1.777))	
			(
)	
		Z	(11)	-3
	360			
(0.695)		Z	(1.645)	
)	
	(10)	Z		
		Z	(12)	
Z		360	(1.758)	
	(Z)	
(1.186)	Z			
	(11)		(
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	Z	(13)	
		360	
Z		(1.5423)	Z
			(1.645)
()			
	Z		
	(2.369)	Z	
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سادساً:- الاستنتاجات والتوصيات

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(360

(12) (11)

2009

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