

العلاقة بين العدالة التنظيمية والتمكين واثريهما في تحقيق الالتزام التنظيمي (دراسة ميدانية في دائرة العمل والتدريب المهني)

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المستخلص

(50)

**"The relationship between organizational justice and empowerment, and their impact on the achievement of organizational commitment"
A field studies in the office of Labour and Vocational Training**

The research has deal with the relationship between organizational justice and empowerment and their impact on the achievement of organizational commitment in the office of Labour and Vocational Training. To study the research problem which is represented a sense that employees with low levels of organizational justice and empowerment and the reflection on the organizational commitment of the employees, so that Has been collecting data and information relating to research by designing a questionnaire, were distributed to a sample of (50) people in the office mentioned, and the results of the study to confirm the research hypotheses. and the key results of the research was the presence of correlation relationships and the effect of the research variables, either the most important proposals was the need for the attention of officials in the organization discussed in the achievement levels of organizational justice associated with the empowerment of employees and which are reflected on the organizational commitment



(دراسة ميدانية في دائرة العمل والتدريب المهني)

المقدمة

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المحور الأول / منهجية البحث

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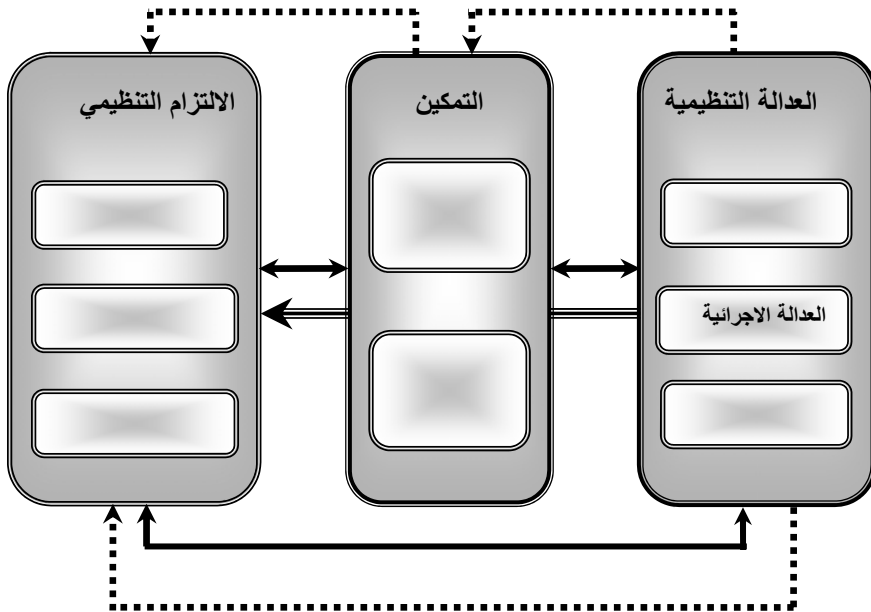
(دراسة ميدانية في دائرة العمل والتدريب المهني)

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(دراسة ميدانية في دائرة العمل والتدريب المهني)

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. (2009 : 122) .

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(Likert)

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Balkin&Gomez (1990)	5-1		
(Niehoff&Moorman, (1993)	10-6		
Price &Mueller(1986)	15-11		
Schermerhorn,et. al.,(1997)	20-16		
Goetsh&Davis, (1997)	25-21		
Larry&Foste, (1999)			
Ugbon&Obeny, (2000)			
(2004)	30-26		
Meyer,etal,1993	35-31		
	40-36		



(دراسة ميدانية في دائرة العمل والتدريب المهني)

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(validity) : ()
:(Trustees Validity) -()

(2)

(Reliability) -()
(Cronbach Alpha) (1)

(Cronbach Alpha)
(14:2010) %60

(%84)

(29: 2010)
%10 : ()
%20 .(250)
X =
(3) 50 = %20X 250
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%66	33		
%34	17		
%100	50		
%2	1	29-20	
%40	20	39-30	
%26	13	49-40	
%26	13	59-50	
%6	3	-60	
%100	50		
%0	0		
%24	12		
%76	38		
%0	0		
%0	0		
%100	50		
%12	6	-5	
%20	10	10-6	
%12	6	15-11	
%10	5	20-16	
%46	23	--21	
%100	50		



(دراسة ميدانية في دائرة العمل والتدريب المهني)

المحور الثاني / الأطار النظري للبحث

(Organizational Justice) :

1. :
(Adams 1965) :
(76:1998)

:(Jamaludin, 2009:4)

$$(\quad \% \quad) = (\quad \% \quad) =$$

$$(\quad \% \quad) \neq (\quad \% \quad) =$$

" (42:2008)

. (AL- Otaibi, 2003:343).

.(Tatum & Eberlin, 2008: 297) .

. (Karrikar & Williams, 2009: 114)

(Byars &) .(74:2004)

Rue, 1997

.(195:2009)



(دراسة ميدانية في دائرة العمل والتدريب المهني)

: 2.

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. (Jeon, 2009:17) (Tatum & Eberlin, 2008: 298) :

أ. (Distributive Justice)

.(45:2008) 1965 Adams

(Williams, et al. 2002:34)

(Ishak &Alam, 2009:326)

.(Lee, 2000: 21)

.(5 :2007) .

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.(Giap et. Al, 2005:6)

(Thibaut&Walker) : (Procedural Justice) ب.

" (47:2008) (1975)
.(76:1998)

.(10:2004)

.(150: 2007)

.(Jeon, 2009: 17)

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.(Greenberg,1990:438) :

:(Interactional Justice) ج.

(1986) (Moag & Bies)

.(150: 2007) (...)

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.(Robert, 2001: 312)

.(Ruder, 2003: 23)

.(5 :2007) .



(دراسة ميدانية في دائرة العمل والتدريب المهني)

.(Ruder, 2003: 23) .

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(15:2004) :

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(Konovsky & Folger, 1991: 233).

(163:2007)

Empowerment :

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: (Geroy&Anderson)

(27:2009) .



(دراسة ميدانية في دائرة العمل والتدريب المهني)

(Daft,2003:501)

(Mcshane & Glnow,2000)

.(52:2008

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.(Brown& Harvey, 2006: 241) .

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	1992	Downen	1
	1993	Eccles	2
	1995	Horine	3
	1996	Brown	4
	1996	Blanchard	5
	1996	Gregorey	6
	1997	Ersted	7
	1997	Clair	8
	1998	Ivancevich	9
	1998	Robbins	10
	1999	Ersted	11
	2000	Ugboro	12
	2001	Blanchard, et al.,	13
	2003	Daft	14
	2003	Simth	15

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.(62:2005)

Blanchard,)

.(60:2002)

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.(1996:114

.(83:2006

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.(63:2002

: .ب

(Rofeq & Ahmed 1998:620).

.(68:2002)



(دراسة ميدانية في دائرة العمل والتدريب المهني)

: 3.

(Lowson,2001:8)

(Lashley,1999:169)

(3:2001) .

.(Johnson & Thurston, 1997:66) .

.(3:2001) .

Organizational Commitment :

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.(12:2004)

(Porter & smith:1970)

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.(56:2009)

.(Kiesler,1991:13)"

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.(204:2010) (11:2006) .

.(32:2008)

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.(Sulaiman & Isles, 2001:408)." "

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.(Smith,1982:23) "

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.(Vecchio,1991:20)

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.(7:2004)

(33:2006)

.(Harris,2003:31)



(دراسة ميدانية في دائرة العمل والتدريب المهني)

.2

(Behavioral Approach)

(Attitudinal approach)

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(Multiple Commitments Approach)

(13-10:2004) (Modern approach)

(120)

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(58:2010)

(Kuehn & Al-Busaidi, 2002: 23) (Meyer & Allen, 1991: 61-89)

: Affective commitment

أ.

(Malhotra & Mukherjee, 2004:166)

(77:2004)

(60:2003)

: Normative Commitment

ب.

(60:2003)

(39:2006)

(217:2004)

: Continuance Commitment

ج.

(Malhotra & Mukherjee, 2004:166)

(219:2005)

(4:2004)

(14:2004)

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(38:2006)

$$() + () + () =$$



(دراسة ميدانية في دائرة العمل والتدريب المهني)

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(18:2004) .

(Chughta & Zafar, 2006:46) (37:2006)

(67:2006)

(79:1997) .

المحور الثالث / الجانب العملي للبحث

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0.729	3.132	.	.
0.845	2.98	.	.1
0.886	2.90	.	.2
1.036	3.22	.	.3
0.995	3.30	.	.4
1.103	3.26	.	.5
0.508	3.104	.	.
1.096	2.68	.	.6
1.004	3.82	.	.7
1.229	3.40	.	.8
1.148	2.78	.	.9
0.997	2.84	.	.10
0.620	3.680	.	.
0.857	4.00	.	.11
0.909	3.70	.	.12
0.948	3.60	.	.13
0.839	3.90	.	.14
1.050	3.20	.	.15



(دراسة ميدانية في دائرة العمل والتدريب المهني)

		(4)	
		:	:
(3.132)	(5-1)	(0.729)	
	(3)		
	(2 1)		
	(3)		
	(3.30)	(4)	
			(1.103)
(10-6)	(7)		(8 7)
		(1.004)	(3.82)
(10 9 6)	(6)		
(2.68)			
(9)			
(10)		(1.148)	
			(.0.997)
(3.104)		(0.508)	
		(15-11)	
	(4.00)	(11)	
(0.620)			(3.680)
		(3)	



(دراسة ميدانية في دائرة العمل والتدريب المهني)

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(3.305)

(0.488)

(%16.37)

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	C.V	S.D	Mean		
3	%23.27	0.729	3.132		-1
1	%16.37	0.508	3.104		-2
2	%16.86	0.620	3.680		-3
		0.488	3.305		

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(6)

0.662	3.324	.
1.161	3.28	.16
1.161	3.14	.17
0.948	3.72	.18
1.081	2.88	.19
0.969	3.60	.20
0.621	3.592	.
0.834	3.72	.21
1.022	3.34	.22
0.881	4.14	.23
1.073	3.54	.24
0.996	3.22	.25



(دراسة ميدانية في دائرة العمل والتدريب المهني)

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(3.324)

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(0.662)

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(3.592)

(0.621)

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(3.458)

(0.565)

(%17.28)



(دراسة ميدانية في دائرة العمل والتدريب المهني)

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	C.V	S.D	Mean		
2	%19.91	0.662	3.324		-1
1	%17.28	0.621	3.592		-2
		0.565	3.458		

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(40-26)

(8)

0.4353	3.116	.
1.178	3.20	.26
0.974	3.48	.27
0.992	2.42	.28
1.139	2.64	.29
0.976	3.84	.30
0.6405	3.156	.
1.129	3.50	.31
1.036	3.78	.32
1.199	3.46	.33
1.163	2.44	.34
1.125	2.60	.35
0.5844	3.504	.
0.953	3.30	.36
0.978	3.68	.37
1.147	3.30	.38
1.115	3.68	.39
1.053	3.56	.40

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(دراسة ميدانية في دائرة العمل والتدريب المهني)

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(0.435)

(3.116)

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(1.036)

(35 34)

(2.44)

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(3.504)

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(دراسة ميدانية في دائرة العمل والتدريب المهني)

(36) (1.147) (38)

.(0.953)

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(9)

(3.2587)

(0.3832)

(%13.96)

(9)

	C.V	S.D	Mean		
1	%13.96	0.435	3.116		-1
3	%20.27	0.640	3.156		-2
2	%16.66	0.584	3.504		-3
		0.3832	3.2587		

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(10)

(10)

0.431**	0.429**	0.329*	
0.346*	0.319*	0.312*	
0.687**	0.673**	0.513**	
0.618**	0.607**	0.476**	

0.01

(**)

0.05

(*)



(دراسة ميدانية في دائرة العمل والتدريب المهني)

(0.05) (0.01)
 (0.673**) .
 . (0.01) (0.618)
 .2
 () (11)
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 (0.418)

(11)

0.356*	0.335*	0.418**	0.33	
0.322*	0.231	0.405**	-0.074	
0.258	0.151	0.353*	0.215	
0.390**	0.282*	0.520**	0.062	

(0.01) (0.390)
 (%56) (16) (9) (11)

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(دراسة ميدانية في دائرة العمل والتدريب المهني)

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(12)

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0.376**	0.259	0.395**	0.140	
0.354*	0.241	0.345*	0.224	
0.387**	0.240	0.406**	0.192	

(0.01)

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(0.01)

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(دراسة ميدانية في دائرة العمل والتدريب المهني)

(0.01)		(13.25)	(F)
		(7.19)	(48)
		(%21.6)	
(0.46)	(β)		
		()	
(7.19)	(0.01)		(11.78) (F)
(%19.7)		(%19.7)	
	(0.44) (β)		
	(%44)		
			(β)
			(13)

(F)			(R2)	β	
11.78	1	49.75	%19.7	0.44	
5.85	2	27.25	%10.9	0.33	
4.95	3	23.5	% 9.4	0.30	
13.25			%21.6	0.46	

	4.04=(48)	(0.05)	F
	7.19=(48)	(0.01)	F
		(5.85)	(F)
			(4.04) (0.05)
	(%10.9)		(%10.9)
		(0.33) (β)	
	(%33)		
(0.01)		(4.95)	(F)
(%9.4)		(%9.4)	(.7.19)
	(0.30) (β)		
	(%30)		
			(β)



(دراسة ميدانية في دائرة العمل والتدريب المهني)

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(F) (0.01) (31.65) (β) (%63) (%39) (14)

(14)

(F)			(R2)	β	
10.39	2	22.36	%17.8	0.42	
6.86	3	15.70	%12.5	0.35	
46.70	1	61.93	% 49.3	0.70	
31.65			%63	0.39	

4.04=(48) (0.05) F
 7.19=(48) (0.01) F
 (0.01) (%17.8) (%17.8) (14) (10.39) (F) (48)
 (0.42) (β)
 (%42)
 (6.86) (F) (4.04) (0.05)
 (β) (%12.5)
 (0.35)
 (46.70) (F) (7.19) (0.01)
 (%49.3) (0.70) (β)



دراسة ميدانية في دائرة العمل والتدريب المهني

() 0.28 + 2.27 = (10.13) (F) (7.19) (0.01)
 (β) (%41.8) (15) (15)

(F)			(R2)	β	
7.58	1	50.55	%13.6	0.36	
7.37	2	49.44	%13.3	0.36	
10.13				41.8	

4.04=(48) (0.05) F
 7.19=(48) (0.01) F
 (7.58) (F)
 (β) (7.19) (0.01)
 (%13.6)
 (0.36)

(0.01) (7.37) (F)
 (%13.3) (β) (7.19)
 (0.36)

(16)
 Path Analysis-
 (X2)
 (Z)
 (0.24)

(x1) (X)
 (Y) (x3)
 (Z2) (Z1)
 (X)
 Y Z
 (0.59) (0.35) (0.24)



(دراسة ميدانية في دائرة العمل والتدريب المهني)

(16)

	(Z)				() (Y)	(X) ()	
	Z2	Z1	Z				
				0.24	Y (X)	(X)	1
			0.35	Y Z (X)			
0.59				(+) =			
				0.21	Y (X1)	(X1)	2
		0.22		Y z1 (x1)			
	0.25			Y Z2 (X1)			
0.68				(+) =			
				0.23	Y (X2)	(X2)	3
		0.18		Y Z1 (X2)			
	0.20			Y Z2 (X2)			
0.61				(+) =			
				0.15	Y (X3)	(X3)	4
		0.04		Y Z1 (X3)			
	0.02			Y Z2 (X3)			
0.21				+) =			

(Y)

(X1)

(0.22)

(Z1)

(0.21)

(0.68)

(0.25)

(Z2)

()

(0.61)

(X2)

(0.23)

(0.20)

(Z2)

(0.18)

(Z1)

(0.15)

(X3)



(دراسة ميدانية في دائرة العمل والتدريب المهني)

المحور الرابع / الاستنتاجات والمقترحات

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(دراسة ميدانية في دائرة العمل والتدريب المهني)

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المصادر

.1 (2007)

.2 (2010)

.3 (2003)

.4 (2004)

.5 (2008)

.6 (2008)



(دراسة ميدانية في دائرة العمل والتدريب المهني)

	(2009)	.7
	(2002)	.8
	(2005)	.9
	(2006)	.10
	(2004)	.11
	.2 26	
	(2004)	.12
	.1 11	
	(2006)	.13
	.11 3	
	(2009)	.14
	.(2+1) 25	
	(2010)	.15
.3 6	(2010)	.16
	.59 16	
	(2008)	.17
	.3 10	
	(1998)	.18
	.72	
	(2007)	.19
	.1 10	
	(2006)	.20
	(1997)	.21
	.2 40	
	(2004)	.22
	.2 24	
	(2004)	.23
	.12	
	(2009)	.24
	.1 5	
	(2001)	.25
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(دراسة ميدانية في دائرة العمل والتدريب المهني)

:	(2007)	.26
.1	21	
	(2004)	.27
	(2006)	.28
	(2009)	.29
	(2005)	.30

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